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OUTLOOK *Issue of March 17*

The Outlook

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Salem has burned its last witch

Frame dwelling, old Salem—Inflammable Roof

Fire-safe dwelling, New Salem—Johns-Manville Asbestos Roofed

ONLY in the last decade, did Salem burn its last witch, for the witch we mean is the dangerous, inflammable roof, really more of a menace to the welfare of any community than all the broom-stick riding hags of tradition.

The old witch was an imaginary menace. The roof that can take fire from the slightest spark is a real, ever present danger.

In the big fire of 1914 Salem burned up these witches, her last witches. Great as was that disaster it at least brought one benefit, it consumed the hazard by which it had been bred.

A new Salem has grown up, a safer community, with new dwellings, industrial and business buildings of modern, fire-safe construction, including many fire-safe roofs of Johns-Manville Asbestos.

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The Outlook

MARCH 17, 1920

IMPORTANT NEWS FROM WASHINGTON

As we go to press two announcements of prime importance to the country are made from Washington.

The first is the decision of the United States Supreme Court on the Income Tax Law. Under that law the Treasury Department has been collecting taxes on stock dividends. By a divided vote of five to four the Court decides that stock dividends—that is to say, dividends issued to stockholders not in cash but in the form of stock certificates—are not income, and are therefore not taxable. The majority opinion of the Court is as follows:

> We are clear that not only does a stock dividend really take nothing from the property of the corporation and add nothing to that of the shareholder, but that the antecedent accumulation of profits evidenced thereby, while indicating that the shareholder is the richer because of an increase of his capital, at the same time shows he has not realized or received any income in the transaction.

In other words, let us suppose that the X Y Z Manufacturing Company made a hundred thousand dollars in the year 1918. It decides to put this money into a new building with machinery instead of paying it out in dividends to its stockholders, and it issues to its stockholders in proportion to their holdings new certificates of stock showing what interest each of them has in the increased value of the property. Any dividends that may be subsequently paid on this new stock are taxable as income; but the Court decides that the new stock is not income at all, and therefore is not taxable. The Court adds, however, that if the stock acquired by a stock dividend is sold for cash at a profit, that profit may be taxed as income. In equity the decision of the Court seems to us to be very simple, plain, and just, although it is perhaps regrettable that the decision was arrived at by so narrow a margin.

The other important piece of news is the letter from President Wilson to Senator Hitchcock in which he again practically declines to accept any kind of reservations with regard to the League of Nations. He says that he sees no difference "between a nullifier and a mild nullifier." In this opinion he takes issue with the general public opinion of the world. He asserts that those now in control of the French Government are militarists. But those in charge of the British Government are certainly not militarists. Sir Robert Cecil, a Liberal of the highest rank and a founder of the League of Nations quite as much as Mr. Wilson himself, and Viscount Grey, better known by his former title of Sir Edward Grey, are willing to accept reservations. The President says that he stands for the Covenant of the League exactly as it is now written because he wants to protect the welfare and memory of our American soldiers who fought and died for human liberty. The trouble is that he wants to protect them in his own way and not in the way in which they want to be protected. It is growing more and more apparent that the Treaty of Peace is likely to fail of ratification at this session of the Senate. If it does fail of ratification, the responsibility will rest almost solely upon the President's shoulders.

The Outlook has not changed its views on this question. It would have voted for a ratification of the covenant without any reservations or with any reasonable reservation upon which the Seuate could agree. For it still believes that the main thing to be accomplished is to get some kind of an association of nations formed and working under the conviction that improvements may be added to or defects taken out of the arrangement as a result of experience in operation. This, however, is not the President's view. He rigidly adheres to his determination to have what he thinks is a perfect League at the start or no League at all. It is as though a householder were to say: "If I cannot have a house with modern plumbing, electric lights, and every possible convenience and comfort, I will remain in the woods and freeze to death."

In the meantime, as we report below, the League of Nations is in actual existence and doing some useful work with American aid, in spite of the President's conviction that it cannot exist unless the United States Senate dots every i and crosses every t as he directs.

THE LEAGUE OF NATIONS

THE debate in the Senate over the League of Nations has rather obscured in the eyes of many Americans the fact that the League is in actual existence and is a functioning body. A picture in the "Current Events Illustrated" section of this issue shows the Council of the League actually at work. Its present President is a Frenchman, Léon Bourgeois, an ex-Prime Minister of France and one of the judges of the Hague Court. Its Secretary-General, or permanent executive officer, is Sir Eric Drummond, an Englishman. His immediate assistants are two "Under Secretaries General," one of them a Frenchman, and, until recently, one of them an American, Mr. Raymond Fosdick. The League at present has a temporary office, and is assembling various documents and other literature bearing upon international affairs. Its library is under the charge of a Chief Librarian, who is an American woman. The present work of the League is not that merely of conference, but it is actually assembling and registering various international treaties and collating information on such international questions as labor and health.

The American public may not have been sufficiently impressed with the fact that the International Labor Conference, which convened in Washington some weeks ago, was held directly under the auspices of the League of Nations. One of the results of that Conference was that the Japanese delegates, after hearing a discussion of the subject, were convinced of the propriety of the establishment of an eight-hour day, at least in all Government works in Japan, and went back to their country to make such a recommendation. Here may be seen one of the good results in society and industry of a common purpose on the part of a League of Nations. If, as a result of the International Labor Conference in Washington, the Japanese people and the Japanese Government should adopt the eight-hour day, Occidental nations, and especially the United States, would no longer have the fear of competition with cheap Oriental labor, or at least the menace of such competition will be greatly reduced.

The debate in the Senate has almost wholly turned upon the political functions of the League of Nations, and little has been said upon its social and industrial influence in international affairs. It may very well turn out that the most important work of a League of Nations, after the codification of international law and the establishment of an international Supreme Court, may be in coordinating international effort in the reform of industrial and health conditions.

AN ENGLISH GOVERNMENT LIBRARY IN NEW YORK

IN connection with the foregoing reference to the library of the League of Nations it is interesting to record that, under the auspices of the Foreign Office

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of the English Government, a "British Library of Information" has recently been established in New York City, and two officials of the British Government have been sent over to organize and put it under way. The purpose of this library, as its title indicates, is to supply information to all Americans who may need it regarding legislative proposals, acts, and Government agreements of all kinds in the British Empire in both its domestic and international relations. It is proposed to keep on file duly authenticated copies of treaties, for example, and here may be found copies of proposed and enacted bills. Government statistics of all sorts will also be filed. It is hoped in this way that Americans may have at easy command information regarding the current political life of the British Empire. The library is at present in charge of Mr. Charles des Graz, of the British Foreign Office, assisted by Mr. Robert Wilberforce, late Secretary of the British Legation to the Vatican.

Mr. Wilberforce is a great-grandson of William Wilberforce, the distinguished English philanthropist of the early part of the last century, whose name will ever be associated with the abolition of the British slave trade, and a great-nephew of Samuel Wilberforce, the English Protestant bishop whose name is prominently connected with the struggle between the Low and High Church parties in the English Church of the middle of the last century. He is also a great-nephew of Cardinal Manning, who, with Cardinal Newman, was a great historical figure in the Roman Catholic movement of modern England.

OWEN EAGAN

THE career of the late Owen Eagan was an evidence of the truth of the saying that to fear a danger is to invite it. For twenty-four years Mr. Eagan was the undaunted expert bomb analyzer and infernal machine destroyer for New York City's police force. In that time he diagnosed and picked apart more than seven thousand suspicious packages; from the crudest bomb made by a Black-Hander on the East Side to the most elaborate product of the skill of able metal workers and explosive manipulators. And yet, although he was injured several times, Mr. Eagan escaped the pessimistic predictions of life insurance companies to die the other day of acute indigestion. As the New York "Sun" points out, he respected bombs but did not fear them.

Mr. Eagan was of exceeding assistance to New York City's police in running down one of the most dangerous types of criminals, the assassin who strikes from a distance and who makes the post office or the express companies his unwitting allies. Perhaps no man in America has ever attained such a catholic knowledge of the explosive devices of the assassin as this faithful servant and guardian of the public. Once Eagan had seen a bomb, no matter how intricately constructed, he never forgot it, and was

Keystone View Co.

OWEN EAGAN EXAMINING A BOMB

able at once to recognize a similar piece of machinery. It will be hard for New York to get another such "Inspector of Combustibles."

FRANKLIN D. ROOSEVELT ON GOVERNMENTAL INEFFICIENCY

FRANKLIN D. ROOSEVELT, Assistant Secretary of the Navy, has a right to speak on Governmental inefficiency, for he has a well-earned reputation of himself being one of the most efficient, constructive, and courageous men in the service of the Government. He rendered a remarkable service to the Navy and to the country during the war—a service of action and not of talk.

Recently he gave an address at Harvard, from which university he graduated in 1904, on "The Americanization of Government Affairs," an address devoted entirely to the problem of Governmental inefficiency.

One instance which Secretary Roosevelt cited of duplication of Governmental effort would have delighted the heart of Sir W. S. Gilbert. Secretary Roosevelt said:

> I want to tell the latest version of "Little Eve and the Three Bears," only in this case there were four. It shows one of the delightful situations we meet. Up in Alaska there are several species of bears, one of which happens to be a bear that was found near one of the original reservations maintained by the Army when Alaska was purchased from Russia in 1860. The Army people began to exterminate this bear, and a law was passed protecting him. The carrying out of the law was given to the War Department; and to-day the War Department, after half a century, continues to maintain jurisdiction over this particular species of bear.
>
> Not very far away on some islands is another species of bear. I suppose that those on the outside had originally to get to the island on some kind of vessel, or a cake of ice, so that bear was placed under the jurisdiction of the Department of Commerce; and the Secretary of Commerce is the father of those bears.
>
> Then, a little while later, somebody went into the interior and found wonderful, big, open spaces, which he assumed would some day become wheat-fields. There were some bears there, and because of the possibility of wheat-fields, I suppose, those bears were placed under the jurisdiction of the Secretary of Agriculture; and to-day the Secretary of Agriculture is responsible for their well-being.
>
> Alaska is filled with many different species of bears, and as they did not know quite what to do with all of those other kinds of bears, they put them under the Secretary of the Interior. So, you see, the bears in Alaska are indeed well taken care of. Four great departments are responsible; each maintains a fairly large organization for the protection of bears. Of course that is ridiculous, but the same thing is true in many much more important matters.

Secretary Roosevelt further pointed out that we had not one navy, but five. There is the real Navy; there is the navy controlled by the War Department, which prior to 1916 had more vessels in it than the regular Navy; there is the Treasury Department navy, consisting of the revenue cutters; and under the Department of Commerce there are two more navies, one for the Coast and Geodetic Survey and the other for the Lighthouse Service. All of these navies maintain a separate personnel and separate systems of repair and maintenance.

Likewise, Secretary Roosevelt pointed out, we have five secret services, maintained by the Treasury Department, the Department of Justice, the State Department, the War Department, and the Navy Department.

So far as the Navy Department itself is concerned, Secretary Roosevelt said that he believed that, if given a free hand, he could increase the actual number of dollars paid to its employees by five millions a year, and at the same time save the Government at least fifteen million dollars gross, a net saving of ten million.

We wish that he might have a chance to try.

"THE NAPOLEON OF BOOK BUYERS"

GEORGE D. SMITH, who died suddenly in his bookstore in New York City a few days ago, had acquired in the fifty years of his life a unique position among

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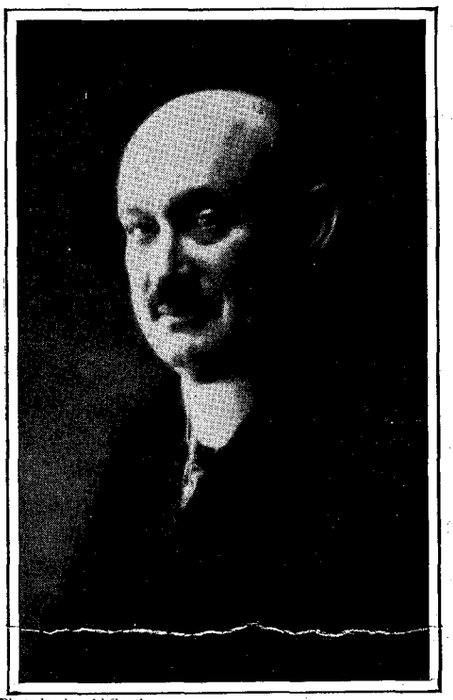
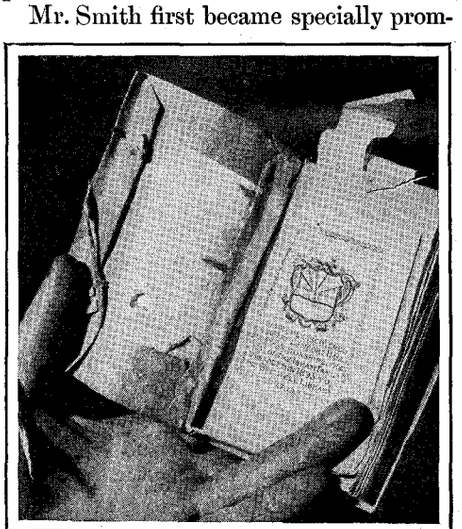


Photo by Arnold Genthe

GEORGE D. SMITH

American dealers in rare books. Of German parentage, he began his career in the book business in New York City as an errand-boy, and from this humble beginning rose to a place of undisputed pre-eminence as a buyer of costly books and libraries. In the newspaper reports of the auctions of great private libraries that have been a notable feature of the opening quarter of this century, the phrase "Bought by George D. Smith" grew to be monotonous through its repetition. He frequently purchased these books for very wealthy clients to whom it was a matter of seeming indifference whether they wrote "hundreds" or "thousands" on the check that paid for the coveted treasure. But he was also always ready to buy at a large figure on his own account, sure that his judgment of the value of a book would be vindicated by its speedy sale at a large profit.

Mr. Smith first became specially prominent as a large buyer at the sale of the Hoe collection in 1911, at which he purchased for one of his best-known clients, Mr. Henry E. Huntington, the famous Gutenberg Bible, one of the first printed books, for $50,000. Later he is said to have bought on his own account the splendid collection of the Duke of Devonshire for a million dollars and to have resold it to Mr. Huntington at a profit of half a million. In 1914 his bold methods enabled him to break up an alleged ring of book buyers that was manipulating prices in London auctions. He stated at the time that Mr. Quaritch, who was equally famous in England as a buyer, was then the only independent dealer in London. One of the books in the Devonshire Library, the "Hamlet" quarto of 1603, was regarded by Mr. Smith as the most valuable book in the world, not even excepting the Gutenberg Bible. Only a few weeks ago Mr. Smith returned from one of his periodical visits abroad with a tiny volume, weighing about two ounces, for which he had paid $75,000. This was an early edition of Shakespeare's "Venus and Adonis" (see picture in adjoining column).



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THE FAMOUS "VENUS AND ADONIS" BOUGHT BY GEORGE D. SMITH

Personally Mr. Smith had the reputation of being affable and of a kindly disposition. His association with men of large wealth, through which he probably developed his own taste for spending money freely for luxuries such as a stable of racing horses which he maintained, did not prevent his daily appearance at his modest shop in East Forty-fifth Street, New York, whose windows always attracted the man in the street if he happened to have an eye for books.

The passion which Mr. Smith appealed to and fostered with such success is certainly one of the most harmless of avocations; it furnishes not only amusement and excitement to the wealthy collector of treasures that are so precious that they must be kept unread under glass, but good reading to those who must follow the sport principally through the columns of the newspapers. To both classes of book lovers Mr. Smith's career furnished the interest which is associated with a capacity that may fairly be called genius.

AN EPOCH-MAKING AGREEMENT

THE public generally is quite familiar with the fact that the joint Commission from the Northern Methodist Episcopal Church and the Methodist Episcopal Church, South, has been enabled to agree on a plan of reunion, which now goes to both Churches for adoption or rejection. But neither the public nor even the constituency of these two great Churches can be fully aware of the fact that in constructing such a plan the Commissioners were faced with some grave problems, for whose solution human history afforded neither light nor example. One of the most serious of these was to determine the status of the Negro membership now in the Northern Methodist Episcopal Church.

Almost immediately after the Civil War the Methodist Episcopal Church, South, set its Negro membership apart into the Colored Methodist Church, and ever since has extended to it brotherly help and considerable financial assistance. The Northern Methodist Episcopal Church, on the other hand, has now some three hundred thousand colored members, who, legally at least, possess every privilege of the white membership, although that Church, because of the immaturity of this race, has felt itself compelled to exercise a wise guardianship over this membership, and up to the present the annual conferences of the colored membership have been presided over and directed by white bishops. To any one at all familiar with the divergent views of the Negro as held in the North and at the South it is not difficult to see that to fix the status of the Negro in the reorganized Church became from the very first a delicate, difficult, and perplexing problem. For some time the Southern Commissioners contended that the best interests of all would be served by placing the Negro membership in a separate Church, holding close fraternal relations with the reorganized white Church. The Northern Commissioners could not accede to this, both because they did not believe that it would be best for the Negro and because they were absolutely estopped by the fact that there was no legal way to achieve such a thing; for, being full members of the Methodist Episcopal Church, the Negroes could not be either invited out or driven out.

On the other hand, the Southern commissioners could not agree to a reorganized Church in which the Negro would function as fully and as freely as the white man. This contention of the Southern commissioners was based largely on the fact that the Negro race is as yet immature and therefore not capable of functioning as wisely and as freely as the more mature race. Both Commissions were finally convinced of the truth of this principle. The Southern Commission, by a decided majority, agreed that the Negro membership should have a place in the reorganized Church, and the Northern Commission agreed to some limitation on that membership. Then came one of the most crucial hours in the decade of negotiations—how to determine this limitation without impairing the legal rights of the colored membership now in the Methodist Episcopal Church. It was first agreed "that the privileges, powers, and duties of a Bishop elected by or for a Colored or Foreign

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Regional Conference shall be limited to the regional jurisdiction by or for which he is elected." Then that the colored membership in the General Conference shall never be more than five per cent of the total membership.

This recognition of the Negro's rights by the Southern Commission and the recognition by the Northern Commission of a limitation upon his functioning energy because of his immaturity marks an epoch not only in the relations of the two races, but may prove to be of value in dealing with the problem of all other races where there is a marked difference in their intellectual and spiritual development.

THE HOUSE THAT JACK PAINTED

CERTAIN labor unions have declared it "illegal"—so far as they are concerned—for an employer to ask their members to spray oil paint on structural ironwork.

That this is the cheapest and most efficient way of painting structural ironwork is of course another question.

That the painting of structural ironwork by hand increases labor cost, and hence building cost, also seems to be beside the point.

That the increase in building cost increases cost of manufacture in the building that has been erected, and hence the sales price of the goods manufactured, likewise seems beyond the pale of consideration.

That the increase of sales price means an increase in the cost of living, and hence a decrease in the value of the wages received, seems a matter which these painters regard as too trivial to be noticed.

We seem to remember a similar mental process manifested at the time of the introduction of the sewing-machine and of modern agricultural machinery. Always there has been the fear that efficient methods would decrease opportunity for labor. Always there has been the proof that efficient methods, decreasing the cost of production, ultimately increased the demand for labor.

The sales field of any product may be graphically pictured as a pyramid, the base of which represents cheapness, and the apex of which represents prohibitive costs. It is axiomatic that the wider the field for a product, the larger will be the number of men employed in its creation.

THE AERO SHOW AND AMERICAN INDUSTRY

THE last National Aero Show filled Madison Square Garden and the drill hall of the Sixty-ninth Regiment Armory, two of the largest places available for such a purpose in New York City. This year's Aero Show is confined to the floor of a single armory—a significant indication of the after-the-war effect upon our American airplane industry. The present show, compared with the pictures of the recent aero exhibit in Paris, affords another standard of comparison which is not creditable to American intelligence. During the war the United States spent billions on the development of the airplane industry. Huge portions of this money were wasted outright, but part of it was so used in the development of plants and the training of aviators that under wise governmental leadership and encouragement this industry (of growing importance in peace and now absolutely essential for defense in time of war) could have been put upon a firm foundation.

Underwood & Underwood
MAJOR RUDOLPH SCHROEDER

What American airplane builders can do was shown by the fact that we built the first plane to cross the Atlantic. It is reported now that the Navy is planning a similar conquest of the Pacific.

What American pilots can do is shown by Major Schroeder's recent feat in lifting the ceiling of the aviation world to a height of 36,000 feet. This daring army officer nearly paid for his achievement with his life, for the failure of his oxygen supply sent him whirling downward out of control for a distance of five miles. He regained consciousness just in time to make a safe landing.

International
GIRLS FINISHING A TEN-PASSENGER BI-MOTORED AIRPLANE FOR THE AERO EXPOSITION

Both our manufacturers and our air pilots deserve all the encouragement which can be given by a forward-looking and constructive Government policy.

THE MYTH ABOUT HARD WINTERS

THOMAS JEFFERSON, in his later years, remarked that the winters were getting milder, that they were not marked by the heavy snowfall and crippling cold of the winters of his youth. So far as history relates he was the first American to bemoan the passing of the "old-fashioned winter." Scientific data, however, is at direct variance with the testimony of the statesman of Monticello, just as it is at variance with the similar complaint of modern Americans about the increasing mildness of winters.

Statistics of the United States Weather Bureau show that the "old-fashioned winter" has not gone. This is only because the "old-fashioned winter" never existed. The belief in its existence is just an illustration of that well-known psychological tendency of human beings to magnify in memory the size of everything which they met in their youth. The middle-aged man who returns to the farm which he has not seen since he was a barefoot boy is surprised to find that what he thought was a gigantic barn is only a small shed and that what he remembered as a lake is a mere frog-pond.

On the other hand, the Weather Bureau also upsets the popular impression that the present winter has been a record-breaker, thus giving another injury to the feelings of the many persons who have likened the severity of the present season to the boreal blasts of those mythical winters of their childhood. The winter of 1919–20 has made no records. It has, indeed, been marked by a greater degree of cold, a greater frequency of snowstorms, and a greater total depth of snowfall than the average winter. But in all of these respects there have been other winters since the Weather Bureau began to keep the record in 1871 which have surpassed this one.

Take the matter of temperature, to begin with (all the figures hereafter given are the Weather Bureau's figures for New York City, but in regard to comparing this season with previous winters it is believed that statistics for other parts of the United States reflect proportionately the same truths as the figures for the metropolis). The average temper-

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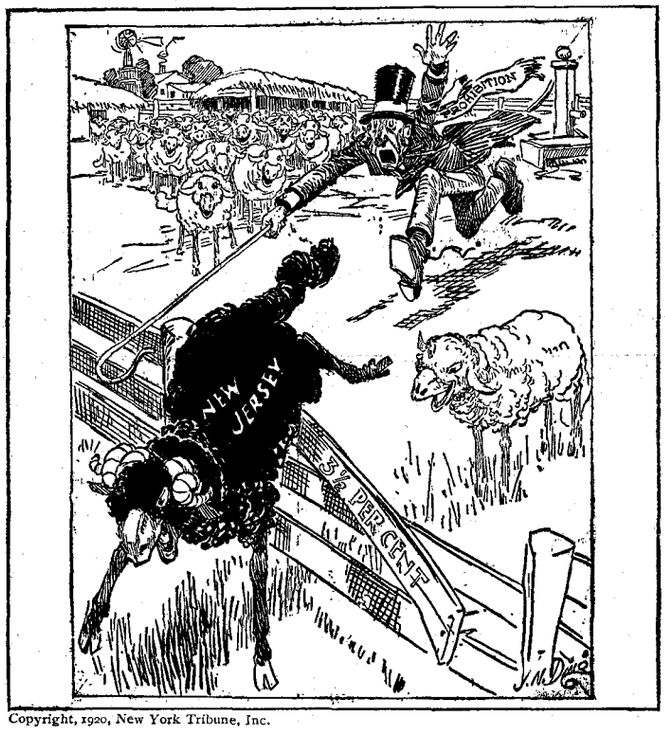
CARTOONS OF THE WEEK

Darling in the New York Tribune



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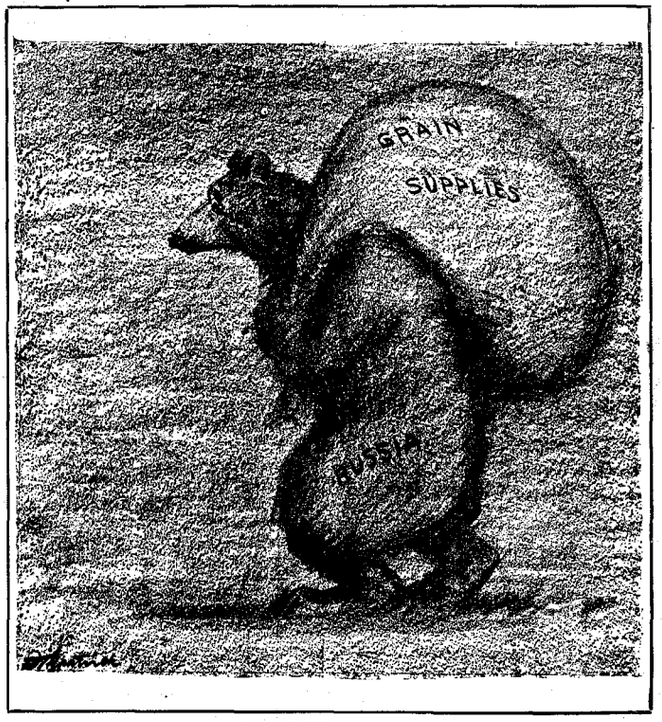
THE BLACK SHEEP

Fitzpatrick in the St. Louis Post-Dispatch

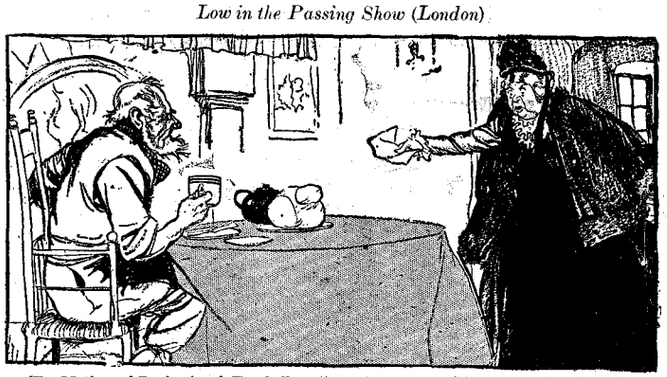


ALMOST RECOGNIZABLE

Harding in the Brooklyn Eagle

THAT OLD RELIABLE LIFE-PRESERVER

Low in the Passing Show (London)



The Mother of Professional Footballer: "Och! here's a wire frae Sandy. He's broke his leg and his collar-bone in the Cup-tie."
The Father: "An' the score? What about the score?"
The Mother: "Och, there's naething about the score!"
The Father: "That's Sandy all over! He thinks about naebody but himsel'!"

From Sondags Nisse, Stockholm

THE COMING UPPER CLASS
"I can't play with you common children. My father is a workingman!"

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ature for December, 1919, was thirty degrees. The normal temperature for that month is thirty-four and four-tenths degrees. With the exception of December, 1917, which had an average of twenty-five degrees, the first month of the present winter was the coldest December since 1910, but before that there were four or five others colder.

January, 1920, had an average of twenty-four and one-tenth degrees, which is six and one-tenth degrees below normal. And yet since 1892 there have been four colder Januaries, the coldest being that memorable one two years ago when the thermometer hung around twenty-two for the month.

Similarly, although the average of twenty-nine and one-tenth degrees for February, 1920, is slightly below normal, there have been seven Februaries since 1904 more frigid than the month just passed.

Finally, consider the situation in regard to snowfall. During the three months of December, January, and February of the present season snow fell to the total depth of thirty-nine and nine-tenths inches. This is, indeed, the biggest snowfall recorded for this locality since the season of 1904–5. But that year there descended fifty-four and three-tenths inches of snow, an amount which, although large, had been twice before exceeded, namely, by the winter of 1892–3, when fifty-five and seven-tenths inches fell, and by the extraordinary winter of 1893–4, when Manhattan Island was warmed by a snow blanket fifty-six and one-tenth inches deep. Thus do the cold facts of science rudely dispel the pleasant fancies of the people.

THAT WAR WITH JAPAN

DO the American people want war with Japan?

If so, the sooner we start that war the better. The population of Japan is increasing at the rate of half a million a year. The increase in material strength which has made the growth of Japan the most conspicuous thing in national development during the past fifty years goes on unabated. If this growth is a menace to us and we want to stop it, we should act immediately. We still have in a fair state of preservation the bulk of the great Army and Navy we built up during the late war. Japan, being an insular Power, is completely at the mercy of a superior navy. Our Navy is much superior to hers. Unless other nations interfered, we could within six months blot out forever the alleged menace which some of our conspicuous public men say exists for us in the growing population and prosperity of Japan.

Do the American people want to do this? Of course not. And yet the American people tolerate, and have tolerated for years, a propaganda of vicious misrepresentation and downright lying calculated to estrange us from an upright and friendly nation which in the great war just concluded was a generous and loyal ally.

If there is truth in half of what our jingoes and Japanophobes and yellow journalists tell us about an impending Yellow Peril, the whole American Nation ought to make immediate and decisive war on Japan. But if there is no truth in the talk of these alarmists, they ought to be silenced just as decisively. And the truth is that the only Yellow Peril with which we are really threatened springs not from the aggressive designs of any so-called "yellow" nation but from the exaggerations, misrepresentations, and excitations of low national prejudices made by yellow journalists.

If an American of any discernment goes to Japan, he finds at once that the last thing the islanders want is war with America. The facts are that there are no vital issues at stake between the United States and Japan. The immigration question can be settled easily. The United States is Japan's greatest market.

In short, if there is to be a war between Japan and the United States, the United States will have to make it. Japan will fight us only in self-defense. She would fight us, however, just as she fought Russia in 1904, to prevent what she would regard as imperialistic interference endangering her independent position and legitimate interests in the Far East.

In a nutshell this is Japan's problem: She has more than sixty million people in a territory smaller than the State of California, and her population is increasing by seven hundred thousand each year. More than half of her people are agriculturists, and the average size of a Japanese farm is about two-thirds of an acre. Furthermore, she is very poor in those natural resources which form the blood of modern industry—that is, coal, iron, and petroleum. Japan must find an adequate supply of these resources, and she must find an outlet for her growing population. Her problem can be roughly summed up in three words: "metal and emigration."

China offers a solution in respect to both of these things. And her relations with China are the beginning and the end of Japan's entire foreign policy. The normal and legitimate development and regeneration of chaotic China would be a good thing for China. It would also be a good thing for America, since it would increase China's capacity to buy, and hence make her a bigger market for American goods.

There is good reason to believe that the Japanese can be persuaded to confine their activities in China to "peaceful penetration," which is legitimate, and never to seek forceful annexation, which is not. Many signs indicate the presence of a constantly growing spirit of democracy and liberalism in Japan. The dissolution of the Japanese Diet recently as a result of the agitation for the extension of the suffrage is one sign; a letter recently received by a member of the staff of The Outlook from a leading Japanese educator is another sign. This gentleman writes from Kyoto: "I find even this city of ancient culture and refinement invaded by social and political agitations. Men of the University here are playing a great part in the movement for universal suffrage, which is stirring up the people's mind. . . . I can discern a great force working for emancipation and more freedom, including the awakening of the people at large. The militarist reaction is not so strong as I have anticipated, yet the killing of the Peace Treaty in your Senate is causing a great disappointment to our liberals, and by so much giving a strength to the militarists. . . . Our relationship with your country is very delicate and even dangerous, and I do not know what to do. My movement, in co-operation with my liberal fellow-workers, will be a campaign for our people's full interest and participation in the League of Nations, in spite of the opposition on the part of your Senate and of the possible non-participation of your country in it."

In every possible way the liberals of America ought to help the liberals of Japan. One fundamental thing we can do, and that is, convince the Japanese that America intends to give Japan a square deal. At present, and not without reason, there is a widespread conviction among the Japanese that the American nation is the victim of prejudices which make it incapable of being fair to Japan. The way the United States has reacted to the Shantung issue, for instance, has convinced the Japanese liberals as well as Japanese militarists that America is unfair.

Without going in detail into the ethics and legality of the Shantung settlement made by the Versailles Treaty, consider these facts:

1. Japan's position in the territory she wrested from Germany in China was determined by treaties between Japan and the other Allies before the United States entered the war. Because of her great consideration for America's feelings Japan consented to have the whole matter reopened before the Peace Conference. Yet America is still unwilling to accept even the decision of that Peace Conference with regard to Shantung.

2. A large part of southern China has

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been French territory for years. In 1916, while fighting to punish German aggression in Belgium, France deliberately seized 333 acres in the heart of the Chinese port of Tientsin. Hongkong has been British since 1841. Weihaiwei, which is on the opposite side of the Shantung Peninsula from Tsingtau, which Japan wanted, has been for all practical purposes British since 1898. No noticeable outcry has ever been raised either in the American Senate or among the American people at large against the seizure or the possession of Chinese soil by any nation except Japan. Therefore, say the Japanese, the outcry in America against the Shantung settlement does not prove that America is the friend of China; it proves only that America is the enemy of Japan.

This is a point of view which the American people ought to study. It is poor practical politics, just as it is poor justice, for America to have a double standard of international ethics.

One thing is certain: there is absolutely no danger of that war which our Hearsts and Hobsons threaten us with so long as America's conduct is marked by insistence on these two things:

First, the steady encouragement of the growing democratic movement in Japan.

Second, and more important, the application to Japan's course in foreign affairs of only the same moral tests and the same ethical principles that we are ready to apply to the other great nations of the world.

Finally, to give this important question a concrete and practical application, we must bear in mind that the ninth or tenth greatest industry in the United States is the silk industry; that there is a combined capital of over two hundred million dollars invested in it; that thousands of American men, women, and children are dependent upon it, either directly or indirectly, for their daily bread; and that six months after the United States became engaged in a war with Japan this industry would come to a standstill. Let us seriously think whether we want to sacrifice two hundred million dollars of invested capital and the homes and livelihood of scores of thousands of Americans for the sake of gratifying our jingoistic feelings toward Japan. Of course we should not hesitate a moment for motives of mere money-making to stand, as we did in the World War, for principles of human justice. But it is certainly worth while to follow the principle laid down in 1914 by Sir Edward Grey, and see if we cannot adjust the mutual irritations or differences between Japan and the United States in round-table conferences before we think of war, with all its material and human losses.

THE LIQUOR QUESTION

AS the time approaches for the Supreme Court to render a decision upon the validity of the Eighteenth Amendment to the Constitution, prohibiting the manufacture, export, import, or sale of intoxicating beverages, the discussion about prohibition becomes more and more acute. Indeed, the controversy is taking on some of the aspects of the slavery question of 1860. The "Wets" assert that National prohibition interferes with personal rights, with the rights of the separate States, and with the right to prevent the confiscation of property without compensation or due process of law. All these questions were raised during the fight to prohibit slavery, a fight which became so bitter that it could not be settled by the Supreme Court, but only on the battlefield.

We do not for a moment believe that the country is going to enter upon another civil war on the question of prohibition, but we do assert that it is of little use for Governor Edwards, of New Jersey, by specious promises, or the State of Vermont by village and municipal elections, or the State of Ohio by a popular referendum, or the State of Rhode Island by refusing to ratify the Eighteenth Amendment (as it for a long time refused to ratify the United States Constitution), to attempt to settle the question in advance of the decision of the Supreme Court.

We have not, therefore, been able to get very much excited over the promises of Governor Edwards, of New Jersey, to make 3.50 per cent beer legal, or the heroics of the New York State Legislature in attacking Mr. Anderson, the Superintendent of the New York State branch of the Anti-Saloon League, as an enemy of the public, no matter how tactless his methods may have been.

In due time the Supreme Court of the United States will decide whether the Eighteenth Amendment is valid. If the decision is that the Amendment is invalid, we shall simply go back to the *status quo ante*, and New Jersey, Vermont, and every other State can pass its own laws regulating the liquor traffic. If the Court says it is valid, it will be illegal in any spot or place under the sovereignty of the United States to make or sell intoxicating liquors, and no kind of municipal election or State referendum can alter the fact. It will be then left for Congress or the Supreme Court—and in all probability the Supreme Court will be the final arbiter—to decide what an intoxicating beverage is. It may consume a year or two years to have this definition established in law all over the country; but that it will ultimately be established, if the Amendment is valid, we have no doubt at all. A standard definition has always been found sooner or later in the execution of any police power of the United States.

We hope the Supreme Court will decide that the Amendment is valid, and that therefore the United States will enter upon a fair and honest trial of the experiment of putting alcohol into the limbo of noxious drugs. But it is not to be supposed that the Court can be moved or affected by any kind of propaganda either pro or con when a great question of National legislation, like the Prohibition Amendment, comes before it for decision. When that decision is made, however, and if it validates the Amendment, then will be the time for the pressure of public opinion upon Congress for an honest, serious, and effective enforcement of the law.

In our judgment, all the indications point towards a public sentiment strongly in favor of carrying out both the letter and spirit of the Amendment completely. The recent overwhelming majority in Congress against any attempt to relax the war-time restriction upon intoxicating liquors is a significant indication of public feeling. We advise those who want to see the American people honestly try the experiment of prohibition not to be disturbed by the sporadic efforts of State Governors or the excited protests of newspapers, but to await patiently the final decision of the Supreme Court.

THE LESSONS OF A RAILWAY ACCIDENT

IT is invariably the case that a serious railway disaster involves lessons applying not merely to the calamity itself but to the practice of railway management at large. That such lessons are often unheeded is the strongest possible argument for emphasizing and iterating them as each occasion arises.

The collision on the Central Railway of New Jersey on March 3 was no exception to this rule. Compared with many terrible disasters of the kind in the past, it had a small list of deaths. Yet an accident in which four persons were killed, a dozen or more so seriously injured as to be sent to hospitals, and perhaps a score of others injured by flying glass and in other ways, was certainly not insignificant.

The scene of the disaster was close to the station at Elizabethport. Every traveler on this railway knows what a danger spot that is. Three branches of the road meet and form a triangle—in the middle of which, by the way, stands one of the most disreputable-looking stations to be seen at any central point on any large road. The main line, over which expresses pass frequently, forms at this point a

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junction with two important branch roads; one goes to the near-by shore, to Lakewood, and to Atlantic City, while just a few rods beyond the junction a branch line from Newark to Elizabethport crosses the main line on the same grade and squarely at right angles. If ever there was a case where a branch line should be carried over the main line or sunk beneath it, this is it. The difficulties of engineering are slight; it is chiefly a question of money; thousands of passengers, ten thousands of times, have remarked that this ought to be done. Here, then, is one lesson: Do not allow railways to cross at grade in dangerous spots.

This accident happened precisely where the Newark branch crosses the main line. The view on all the lines in that vicinity is clear and unobstructed. A fast, through express train crashed into the engine of a Newark local train which was backing across the main track from the station. The boilers of both engines exploded and both engines became a mass of scrap metal. That more lives were not lost was a marvel. It is believed that the engineer of the express train passed signals set dead against him. It is possible, but not probable, that he was stricken with death or paralysis; the evidence is pretty strong against this. If it were so, then a second lesson (true in any case) is that there should always be close communication between engineer and fireman. This does not always exist, and cannot always exist, as some engines are constructed. Whatever the engineer's fault, he expiated it with his life.

Assuming that the fault was that of the engineer of the express train, another important lesson is to be drawn. It is mighty poor railroading to hold up by positive stop signals a fast express train, going perhaps forty or fifty miles an hour, in order to let a local train maneuver back and forth across its track. Unless there are reasons to the contrary not evident in the accounts of the case, the local train should have been held at the station until the express, due or overdue, had passed the danger point. The engineer of the local train was free from blame. He obeyed orders, followed signals, did his best to get his train out of the way, and died at his post. But this emphasizes the lesson that despatchers of traffic should never order or allow such a frightful risk to be taken at such a glaringly dangerous point. It is not safe. More than that, it is frightfully dangerous to the lives of employees and passengers to assume that an engineer will never go wrong in brain or eye or judgment; absolutely nothing was gained in sending that local across the path of the express.

We hope that the examination to be made of this accident will be thorough and unsparing, and that from it will be derived benefit to the public safety the country over.

Apart from these specific lessons a general lesson is to be drawn from the extraordinary and it may also be said inexcusable accident which we have here described. It is that the Railroad Bill which is now a law is defective in that it makes too little provision for improvement and betterments of the railways. Our readers will remember that under the law returning the railways to their private owners the managers are permitted to pay out of their profits five and one-half per cent dividends on the actual capital value of the roads to the stockholders and after that to set aside one-half of one per cent from the profits for betterments, improvements, and equipments. All of the profits earned beyond this aggregate amount of six per cent are to be turned over to the Government.

It seems to us that it would have been for the public benefit if the amount permitted to be spent on improvements, betterments, and equipments were at least three per cent. To remove grade crossings, to change the arrangement of tracks which caused the Elizabethport accident, and to provide steel cars instead of wooden cars, costs money, and yet it is to the advantage of the traveling public and society at large that all these things should be done. They can be paid for only out of the earnings of the road as part of the operating expenses or out of the profits. It would be human nature for the railway managers to refrain from all such expenditures if they should see that those expenditures were in danger of cutting the profits down to a point below the five and a half per cent permitted by law to be given to the stockholders. But as it is the desire of every railway operator to make his roadbed and equipment as modern as possible, they would have a real incentive to operate the road efficiently if they were allowed to put three per cent of the profits over and above the stockholders' dividends into a fund for building new culverts, stone-ballasting the road, removing grade crossings, and providing steel cars and the like. There is a very good reason for fixing the capital value of the roads to begin with, and for fixing the rate of dividends to the owners, but there seems to us no good social reason for limiting the amount to be spent on improvement to one-half of one per cent.

A LENTEN TALK

LENT is the season when, with a particular emphasis, man draws humbly, gratefully, nearer God. Hence prayer is the language of Lent.

The language may be expressed in distinct vocal or whispered utterances, as is generally that of the confession of sin, the craving for pardon, the determination to lead a new life. And this in the quiet sanctuary of the closet or the church is likely to be an exact and most detailed language, lest something be evaded, lest some secret corner of the soul be not uncovered, lest some depth remain unprobed. There is at once an infinite pathos and an infinite hope in the humility which makes necessary this full confession—just as if, indeed, any other would avail with One to whom all desires are known and from whom no secrets are hid.

Or the language may be unexpressed in words. The sense of humility, gratitude, belief, duty, can be expressed by the bowed head in silent prayer, typifying the soul bowed before its Maker. In that attitude, it knows "the thoughts of our hearts" are cleansed.

It knows something more. After stains and wounds have been cleansed the soul awaits for what the Cleanser may say. For prayer, it recognizes, is not only supplication to God, it is equally a listening to his instruction to us. No matter how fervent that supplication, the "Speak, Lord, for thy servant heareth" must be no less fervent, no less believing and adoring, no less convinced that an answer *will* come.

It comes only to such a soul; it proves that God is, and that he is the rewarder of those that seek him.

A divine dignity, a solemn beauty, marks the faces of those who have had such communion. Prayer has lifted them above the petty and the petulant. They go about as if breathing a higher air. Their feet seem scarce to touch our earth. They are in the world; they are not of it.

THE CASE OF THE CONSCIENTIOUS OBJECTOR

A LETTER AND A REPLY

To the Editors of The Outlook:

It is highly regrettable that so influential a paper as The Outlook should go astray in dealing with a subject which has been so misunderstood as that of conscientious objectors, particularly when the facts are easily accessible.

Your editorial of January 28 gives quite a wrong conception of the matter. You must surely recognize that not all "draft evaders" are conscientious objectors. Conscientious objectors are those men who, from religious, humanitarian, philosophical, or other reasons, believe it wrong to take human life or engage in organized warfare. "Cowards and shirkers, in the commonly accepted sense," says Major Walter Guest Kellogg, of the War Department's Board of Inquiry, which examined conscientious objectors for their sincerity, "they are not." To say, therefore, that a "second class" of objectors existed "who hid behind religion to protect themselves from personal danger" is, at the least, an un-

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fortunate misstatement. The Government never recognized as conscientious objectors men who merely sought to save their skins, as any one who has kept himself informed about treatment of objectors in camps and has studied the War Department's reports on the subject can tell you. Your story, therefore, of the so-called "conscientious objector" who broke from his guard, "seized an automatic pistol, and fired point blank at his pursuer" is, even if true in essential details, a distortion of fact when you arbitrarily label a man of criminal or insane proclivities "conscientious objector," although he was obviously nothing of the kind. Nor are "wealthy draft evaders," cornered in their own homes, conscientious objectors, any more than common deserters or men found asleep at their post are conscientious objectors. To lug them into the affair serves only to becloud the issue.

You quote in the same editorial from the resolutions adopted by the American Legion at its Omaha Convention. It should be only necessary to point out that, although these resolutions were doubtless adopted in perfect good faith, they are the result of misconception due to just such blunders as those in your editorial. Had the framers of those resolutions been familiar with the reports of the War Department to which I have already referred, no such misrepresentation of facts would have been penned. The resolution states:

"*Whereas*, the War Department . . . has permitted conscientious objectors who had been legally tried and convicted for disobedience of all orders and of treachery, by a court of competent jurisdiction, to be pardoned, restored to duty, and honorably discharged with all back pay and allowances, and a new outfit," etc., etc.

The verbatim report of the War Department ("Statement Concerning the Treatment of Conscientious Objectors in the Army, Prepared and Published by the Direction of the Secretary of War, June 18, 1919," page 31) will show how little the resolution of the American Legion is the result of exact knowledge:

"The 113 prisoners whose terms of confinement were thus terminated by the exercise of clemency were not honorably discharged, but were given the discharge which is neither honorable nor dishonorable, and is familiarly known as the 'blue ticket,' upon which was entered the statement: 'This is a conscientious objector who has done no military duty whatsoever and who refused to wear the uniform.' . . .

"The order of the War Department extending clemency to these 113 prisoners did not contemplate payment to them of pay and allowances during the period when they were in confinement serving their sentences. However, by misinterpretation of the orders by the local judge-advocate officer at the disciplinary barracks, they were paid when discharged.

"The War Department has received from conscientious objectors as refunds of pay the sum of $9,840.55. Conscientious objectors have also voluntarily contributed, of pay received by *them*, a very considerable sum, aggregating more than $20,000, to the Red Cross and other welfare organizations."

It should, moreover, be stated that these 113 conscientious objectors were released, not because of special "favoritism" from the Government, but because it was found that their trials by court martial had been illegal, and the Government took this poor way of righting a wrong under which innocent men had suffered for months. (See the report cited above, pp. 26–31.)

As to the "wealthy young draft evader" who you suggest might better have "claimed that his conscience forbade him to take human life," and so might to-day be "released from confinement, with the full pay and allowances of an honorably discharged soldier," allow me to point out that he might, on the other hand, have undergone the "water-cure" along with twenty-odd men at Riley; might have been manacled to the bars of his cell, in solitary, eight hours a day, for eight consecutive weeks, along with thirty others, at Leavenworth; might to-day be one of the eighty men still in Fort Douglas and Alcatraz whom the Government keeps imprisoned more than a year after hostilities have ceased and months after objectors in European countries have been released. Yet surely they are in no position to "undermine the morale of loyal American troops." No. So far from being shown favoritism, the conscientious objector's lot, like the policeman's, "is not a happy one."

The Outlook may have no sympathy for the conscientious objector. I do not ask that it have. It may think he deserves all the hard treatment his country can mete out to him. I do not ask it to change its mind. But a responsible weekly like The Outlook may at least be expected to have regard for the common decencies of truthful statement, and in the present instance give space to a much-needed correction of a misconception which its editorial of January 28 only intensifies. W. Lee Ustick.

Of many letters commenting upon The Outlook's editorial on the treatment of conscientious objectors which appeared in the issue of January 28, we have chosen one for publication here. We have selected this letter because it is representative of most of the criticisms which have been made of our editorial, and because it is comparatively temperate and reasonable in tone. The problem of the conscientious objector is one which our correspondents seem to find difficult to handle with any conscientious regard for the amenities. It should be noted that the charge of "willful lying" cannot be classed as a persuasive or convincing argument.

We feel that the writer of the preceding letter, with the best intentions in the world, misunderstands the position of The Outlook. In our editorial we took no exception to the exemption of conscientious objectors, nor did we say that men who classed themselves as conscientious objectors were not harshly treated. What we were discussing was the prevalent tendency to sentimentalize over the fate of all men who classed themselves as conscientious objectors—a tendency which we believe has manifested itself both within and without the Government.

To turn from generalities to the particulars cited in the foregoing letter, we certainly do recognize the fact that draft evaders were not necessarily conscientious objectors. Nor have we ever stated that the Government willingly recognized shirkers as conscientious objectors. What we did say was that these shirkers classed themselves as conscientious objectors and laid claim to exemptions which the law intended for men of a different stamp.

In recognizing the fact that it was proper to exempt from military service men who held religious scruples against the taking of human life in organized warfare, we cannot ignore the fact that many cases existed where men who were constitutional shirkers or cowards convinced themselves, and sometimes the authorities, that they were rightly to be classed as conscientious objectors. The mental gymnastics of such men present a very common psychological phenomenon. They were morbidly fearful of injuring themselves, but they were subconsciously equally fearful of admitting to themselves the existence of this fear. They therefore "transferred," again perhaps subconsciously, that personal fear to a conviction that under no conditions would they do injury to others, even in defense of a mother or sister menaced with assault. By such a "transfer" they satisfied themselves as to the nobility of their own characters without the inconvenience of eradicating the actual morbidity of their own minds.

Men of this type presented one of the greatest difficulties in the carrying out of the provisions of the Draft Law in regard to conscientious objectors. Self-convinced of their own sincerity, their cases called for psychopathic treatment rather than military discipline.

To their officers, confronted with the problem of separating the sheep from the goats, they were a haunting despair. To their fellow-soldiers or fellow-prisoners they were anathema. We are convinced that such suffering as they were made to undergo came chiefly as the result of the friction between the normal minds of the average enlisted men and the abnormal minds of the so-called conscientious objectors. We know, for instance, that conscientious objectors in guard-houses required constant protection, not from the brutality of their officers, as some of the sentimentalists would have us believe, but from their fellow-prisoners. It is difficult to explain to men who have had no training in neurology or the subtleties of philosophy why any able-bodied citizen in time of war should refuse even to clean up his own dirt or wash his own body, and then defend such refusal on the

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ground that he was acting from a high moral principle. Sometimes he did and sometimes he didn't, but it was not easy for the doughboy, who had to take over the work which the conscientious objector refused to do, to appreciate all the niceties of the situation.

We stated in our editorial that we believed that the attitude of the Government towards all men who classified themselves as conscientious objectors had injured the morale of loyal American troops, and in proof of this we cited the resolution on the subject passed by the American Legion. Certainly if the soldiers felt that the conscientious objectors were being unduly favored it must have injured their morale to a certain extent, and their feelings as expressed by the American Legion go far to show that they were so convinced, and that their morale must have been so injured.

We are very glad indeed if it is true that the War Department did not intend to have the conscientious objectors discharged with "all back pay and allowances," but we are rather suspicious of an explanation of how this happened which is based on the familiar operation known as "passing the buck." It hardly seems possible that a military order which was meant to direct that the conscientious objectors should be discharged without back pay should be interpreted by a local judge-advocate to mean exactly the contrary. The average Army officer was not likely to misinterpret an order of that kind in that way.

When we were thinking of Governmental favoritism, we did not have in mind the case of the one hundred and thirteen objectors referred to by our correspondent, but the general attitude of the War Department as it has been reported to us by officers whose opinions we trust. The fact that some of the one hundred and thirteen did accept pay from the Government in the first instance seems to us to debar them, at least, from claiming the status of genuine conscientious objectors. It's a poor ethical rule which permits a man to refuse to work for a Government but which permits him to accept money for refusing to work.

The one hundred and thirteen certainly may not belong in the same class as the man of whom we wrote, who seized a pistol and shot his guard (we cited that instance merely to show that all men who classified themselves as conscientious objectors did not necessarily deserve the name), but any man who accepted military pay, whether he turned part of it over to the Red Cross or not, should not be surprised if his motives are doubted. Of course the insincerity of those who classed themselves as conscientious objectors furnishes no excuse (although it may furnish an explanation) for the instances of mistreatment cited by our correspondent.

THE TRIUMPH OF CO-OPERATION IN RUSSIA

BY ALBERT SONNICHSEN

THE Supreme Council in Paris has made peace with Russia. But there is "no change" in the attitude toward the *de facto* Bolshevist Government, which is one of open hostility. What other body is there, then, to represent Russia in the peace pact?

The situation is without precedent in history. But then it is without precedent that a people should have organized a national economic government as well as a political government, the two operating simultaneously within the same space. Between the two there is bitter animosity, yet they dare not injure each other.

The development of the Russian co-operative movement has been one of the most remarkable and at the same time one of the least noticed results of the war. But what makes it most significant is the fact that it is only a part, or a branch, of a general world-wide co-operative movement which has developed to only a slightly lesser degree all over Europe, and is even now capturing the labor organizations of this country.

Briefly, the Russian co-operative organizations, through which the Allies are attempting to open friendly relations with the Russian people, are very closely patterned after the familiar Rochdale consumers' co-operative store societies, whose membership in Great Britain now takes in over a fourth of the British population. In Russia the percentage is seventy; that is the only difference.

Before the war broke out Rochdale co-operative societies were hardly more numerous or noticeable in Russia than they are in this country to-day. There were some thousands of local societies, each operating a "store," federated in a few dozen sectional unions or "wholesale societies." The membership was a little over a million heads of families.

With the outbreak of hostilities came the conditions which acted so stimulatingly on the growth of these peculiar institutions, not only in Russia, but in Great Britain, Germany, France, Austria, and all the other European countries. While private merchants became possessed of the mad greed for profits, the co-operative stores, being owned collectively by their own customers, went on selling goods at the regular prices—so long as their goods lasted, at least. People flocked into them. Some cities turned over the entire problem of food supply to them, lending them the necessary capital.

When the Revolution of March, 1917, brought the liberal and radical elements into power, there were about 50,000 co-operatives all over Russia, with a membership of about 13,000,000 heads of families. But, more important still, the movement had centralized, had rendered itself articulate, in the form of a Central Executive Committee in Moscow. When Kerensky formed his first Cabinet five Co-operators were appointed to represent the co-operative organizations in the political government.

It was during the Kerensky régime that Russian co-operation made rapid strides ahead, not so much in new members and more societies as in the extension of its functions. Kerensky encouraged the societies, and so they went extensively into manufacturing. This is done through the federations, but many of the local societies develop such strength that they are able to do this for themselves.

There was also a marked development in the peasants' productive societies, also federated in such organizations as the Central Union of Siberian Creamery Associations and the Central Union of Co-operative Flax Growers, etc. These are combinations of agricultural producers, who have organized to dispose of their products through a common channel; but many of them have a dual character in that they are also consumers' societies. At the present time the consumers' societies have a membership of about 15,000,000, while the producers' associations comprise about 4,000,000 individuals. For the time being they act together very closely, though under normal conditions the producers' societies would undoubtedly tend toward a reactionary policy; they are intensely anti-Bolshevist. The consumers' societies, on the other hand, being based on a collective system of industry and distribution, would naturally tend to support a parliamentary form of Socialism, but would be most bitterly opposed to such a mixture of State Socialism and Syndicalism as Lenine has sought to put into effect. They stand unequivocally for a universal democracy as against any form of "dictatorship by the proletariat."

With the first threats of a Bolshevist uprising the Executive Committee of the All-Russian Co-operative Congress, in Moscow, issued repeated proclamations of protest, in which Bolshevism was referred to as a "social tumor." At the famous Moscow Conference, through which Kerensky had attempted to sense Russian public sentiment, the three hundred delegates of the co-operatives stood squarely behind the Provisional Government.

Obviously, therefore, Lenine had no

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reason to regard the Co-operators with a friendly eye when he came into power by the aid of the armed forces behind him. Yet they were shown a remarkable degree of consideration. As a matter of fact, they made his programme of expropriation of private enterprise possible, for by this time most of the small industries in the country were in the hands of the Co-operators. They had already organized an economic system on a collectivist basis. But that system was not according to the theories of Lenine, who would base his social system on the people as workers, while the Co-operators base their system on the people as consumers. Furthermore, Lenine's system includes compulsion—the domination of a minority by a majority; while the co-operative system rests entirely on the free will of voluntary members. One is revolutionary, the other evolutionary. One acts through legislative decrees, the other through economic competition. There is almost nothing in common between the two except that both base industry on use and abolish private profit as a stimulus. A thorough understanding of this difference is essential to grasping the policy of the British Premier in proposing recognition of the Russian Co-operators to the exclusion of the Bolsheviki.

Wisely, Lenine refrained from disturbing the co-operatives when he came into power; indeed, he could not have done otherwise, since the nation was now economically dependent on them. It is true that he attempted to hand over the private factories that were expropriated to committees, or soviets, of their workers, and when these failed dismally he established regional committees to accomplish the same purpose. But these attempts largely failed, and hundreds of abandoned industrial plants were taken over by the co-operative organizations. At the present time they are opening practically all the industry there is in Russia, including flour mills in Rybinsk, which are said to be the biggest in the world.

But if Lenine did not dare to expropriate the property of the co-operatives, he did want to secure some sort of control over them. This he hoped to accomplish through the Moscow Narodni Bank—the central banking institution of the Russian co-operative societies. Its shares are held exclusively by co-operatives, and it lends money only to co-operative enterprises. When the Bolshevist Government was formed, this bank was doing a billion-dollar business a year; but when all the private banks of the country were "nationalized" it was left severely alone, for the time being at least.

Lenine personally called several conferences with the leading Co-operators, through which he hoped to effect some compromise.

"You know how uncompromising I am," he said at one of these conferences. "But with you Co-operators," he added, with his dry smile, "I am fairly compelled to compromise."

But the co-operative leaders consistently held out to the end. To one thoroughly familiar with their system it is obvious that no other course was open to them without an open abandonment of their most fundamental principles. Finally Lenine suggested that the co-operative system be made the economic programme of the Government, with the logical sequence that it be imposed rigidly by decree on the whole people as a universal institution. It was a humiliating confession of bankruptcy, of disillusionment, on the part of the chief representative of Bolshevism. But still the Co-operators would not accept, for this would have destroyed the voluntary and the competitive character of their movement, both fundamental principles.

Then, early in 1918, Lenine suddenly became ugly. It was about this time that the soviet organs began applying the epithet of "counter-revolutionary" to the Co-operators. Many of the leaders were arrested and imprisoned on slight pretexts, among them being Alexander Berkenheim, Vice-President of the National Federation of Consumers' Co-operative Societies, in Moscow, who later went to England and came to this country to initiate a campaign for the lifting of the blockade, and who is now representing the Russian co-operative organizations before the Supreme Council in Paris.

At that time the Narodni Bank was accepting deposits, not only from the co-operative societies, but from labor organizations, local soviets, and most of the Government departments. Suddenly, one day, the Executive Committee of the Soviet ordered all the local soviets, the administrative departments, and as many labor organizations as recognized its authority in such matters to withdraw what funds they had deposited with the Narodni Bank.

There was a run on the bank, all the more threatening because the deposits were few and big. For several days the bank officials prolonged the withdrawing. The Board of Directors held a hurried conference together with other co-operative officials in Moscow. Some were in favor of surrender—closing the doors. Then a hurried appeal was sent out to the co-operative societies and other friendly organizations. In response to that appeal hundreds of little co-operative societies and many individuals, and all the district federations within reach, rushed what gold they had to the bank. That saved the situation; the run was met and exhausted itself before the gold reserves were depleted. Lenine's trick had failed.

But his failure served only to anger him, and now steps were finally taken to "nationalize," not only the bank, but all the co-operative organizations, by force. It was so ordered, and so done.

Yet even then great care was taken not to rouse the resentment of the Co-operators more than necessary. It was, in effect, nothing more than the maximum offer at compromise previously made by Lenine; the change was in theory rather than in substance. Materially it did not change the position of the Board of Directors of the Narodni Bank, which is still elected by the constituent societies, and which still has full control of the main institution in Moscow and the thirty or more branches all over the country, as well as the two foreign branches—one in London, the other in New York. All the boards of the bank and the wholesale society and the regional unions are nominally responsible to a "Commissaire," who exercises a theoretic right of supervision, but in actual practice this is confined to the reading of reports.

Meanwhile the various co-operative bodies have gone on developing in strength. The bitter hatred of the Bolsheviki is still manifested in newspaper attacks, while the Co-operators, on their part, have adopted a policy of strict political neutrality.

But why, it may be asked, should an organization numbering 20,000,000 heads of families, therefore not far short of 100,000,000 individuals, tolerate a political party in power when that party is strongly opposed to its fundamental interests?

First of all, for the same reason that the Bolshevist armies, which have so decisively defeated Kolchak, Denikine, and Yudenitch, are largely in command of officers who served under the Czarist régime, and have even less sympathy for Bolshevism than the Co-operators.

When intervention was first broached by the Allies, the journals of the co-operative organizations bitterly opposed the idea. When intervention became a fixed policy on the part of the Allies and the United States, the Co-operators took just the same stand that any average American would take under similar circumstances; they decided that as Russians it was their duty to support any kind of government that opposed foreign soldiers invading Russian territory.

Aside from that, the personalities of Kolchak and Denikine would have dictated a similar policy. Whether it be true or not, the great mass of Russian liberals and radicals firmly believe that Kolchak and Denikine represented the blackest reaction, which was a conviction not by any means weakened by their readiness to receive foreign aid. And the Co-operators have everything to fear from a conservative Government, especially if that Government has been put into power by foreign financial support. Kolchak did, indeed, have the support of certain so-called co-operative organizations in Siberia, but these were entirely producers' organizations, made up of the prosperous peasantry. The consumers' societies received no attentions from him, except persecution even to the point that he had several of their leaders shot without trial.

It is now almost two years since the Russian co-operative movement, as a whole, established a "committee" to represent it in London. A similar committee was sent to New York a year ago. The mission of the London committee has been largely diplomatic. It has persistently attempted to persuade our Government and the British Government to do—

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just what the Supreme Council has now done. What arguments they employed have not been published, but they might logically have been as follows:

"Russia needs peace. You will not give her peace because you fear the spread of Bolshevist doctrine. We are as opposed to Bolshevism as you are. [Aside—"though for a very different reason."] We are the innocuous little co-operative societies which you see in your own country, but in Russia we are over half the population. We are compelled to support the Bolsheviki because of your policy of military aggression on Russian soil. Cease your military operations, withdraw your troops, and we can range ourselves against the Bolsheviki. Open trade relations with Russia exclusively through us, and you will give us a still greater power with which to oppose the Bolsheviki. We will fight them, not with firearms, but with economic force. Then we shall establish a government in conformity with our economic theories. Those theories may not be in accordance with yours, but at least we do not propose to overturn your Governments overnight."

This presumed argument Lloyd George, at least, understood thoroughly. No one on the Supreme Council understands the co-operative movement better than he. No one better than he realizes that it, too, is a revolutionary movement, opposed to the business classes which now control the policies of the British Government. He would have much preferred to accomplish the downfall of Bolshevism without the aid of the Co-operators.

But, his military policy having failed, he has resorted to the next best medium through which to combat Bolshevism. In making this final choice he has been under very severe pressure from the British Labor Party, whose rank and file is the co-operative movement of Great Britain.

The Bolsheviki, on their part, thoroughly realize the new danger that faces them. In a recent issue of "Soviet Russia," published by Martens's Bureau, in New York City, there is a vituperative attack on the "reactionary" co-operative organizations of Russia, and a declaration that no trade relations can be established between the Allied countries and Russia without the consent of the Bolshevist Government.

The Lenine Government will no doubt oppose this recognition of the co-operative organizations, but this brings it face to face with another and a more immediate danger. Behind Lenine there is now a well organized and disciplined army of around two million men. And while the task of this army was to oppose foreign aggression, or even to put down reaction in the form of Kolchak or Denikine, the Bolsheviki might safely count on its loyalty.

But the rank and file of that army, and more especially the officers, are not committed to Lenine's theories of government. The large majority of them are heartily in favor of co-operation, and are probably Co-operators themselves. It is not altogether beyond possibility, or even probability, that, if the friction between the Soviet and the Co-operative Committee in Moscow came to a critical point, an appeal issued by this Committee to the army could be made to produce the same effect which the appeal of the Bolsheviki to the army produced in November, 1917, when it overthrew the Kerensky Government. This potential danger the Bolsheviki recognize, and they dare not push the Co-operators too hard.

Following a normal course, the Co-operators may safely count on a quiet transformation within the soviets themselves, with a consequent change in the Moscow Soviet and its Central Executive Committee. The Soviet system of government, it must be remembered, is a thing quite apart from Bolshevism—quite as separate as the Constitution of the United States is from the Republican or Democratic parties. A national Soviet Congress is held every three months, and previously each local soviet elects its delegates to the Congress. The Bolsheviki have limited the suffrage in the local communes to the so-called proletariat, hence the "dictatorship of the proletariat." But of such is the rank and file of the co-operative movement composed.

LEONARD WOOD AND THE PRESIDENCY

A PERSONAL IMPRESSION

BY LAWRENCE F. ABBOTT

PERHAPS not from the politician's, but certainly from the ordinary man's point of view, General Leonard Wood and Herbert Hoover are the most interesting Presidential candidates now in the public eye. Neither of them is a politician. Neither has held an elective public office. Their "booms" have not started in Congress like Blaine's or McKinley's, nor in a Governorship like Roosevelt's or Cleveland's, nor in party work and political oratory like Bryan's. The movements in their behalf are purely popular and are looked at askance or in puzzlement and consternation by the party "warhorses" and professional managers. Their candidacies constitute an unusual, perhaps unprecedented, political phenomenon. What is the explanation?

To answer this question, it is necessary to review briefly the Presidential activities of the Republican and Democratic parties.

From the day when the United States Government was brought into being by the final ratification of the Constitution up to the signing of the Armistice of the World War in November, 1918, the great factors in Presidential campaigns have been political principles and policies. The candidates have been groomed, passed in review, and chosen because of their fitness to represent principles and carry great philosophical policies of government into effect. Washington, Hamilton, the Adamses, John Marshall, stood for a strong, authoritative central National Government. Jefferson, Calhoun, and the Southern statesmen who derived their political creed from the philosophers of the French Revolution stood for individualism, local home rule, and States' rights. The North gradually grew into a support of industrialism carried on by free wage labor under a system of tariff protection. The South advocated agriculture to be developed by slave labor, with free commerce in manufactures. Out of the one school of statesmanship was developed the theory of a strong government which should promote and regulate industry and social relations in general—what its opponents called paternalism. Out of the other evolved the theory of individualism, with only enough government to protect life and property—what its critics called cutthroat competition.

The Civil War was the culmination of the conflict between these two theories of government. It produced Lincoln, not because of his personality—rather in spite of his personality, for he was uncouth and unattractive at the beginning of his great career—but because he was gradually recognized as the champion of free labor and a strong, centralized, National Union. Politically he was the direct descendant of Washington, Hamilton, John Marshall; socially he was the representative of those plain, struggling citizens whose vague and undisciplined aspirations Jefferson so skillfully and sometimes, it must be confessed, so unscrupulously guided and used for party ends.

In a chapter on the makers of the Constitution Theodore Roosevelt makes the distinction between the two theories of government so clear that the passage, although long, may be pertinently quoted. It is from his "Life of Gouverneur Morris" in the "American Statesmen Series:"

> It is impossible to read through the debates of the [Constitutional] Convention without being struck by the innumerable shortcomings of each individual plan proposed by the several

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members, as divulged in their speeches, when compared with the plan finally adopted. Had the result been in accordance with the views of the strong-government men like Hamilton on the one hand, or of the weak-government men like Franklin on the other, it would have been equally disastrous for the country. The men who afterwards naturally became the chiefs of the Federalist party, and who included in their number the bulk of the great Revolutionary leaders, were the ones to whom we mainly owe our present form of government; certainly we owe them more, both on this and on other points, than we do their rivals, the after-time Democrats. Yet there were some articles of faith in the creed of the latter so essential to our National well-being, and yet so counter to the prejudices of the Federalists, that it was inevitable they should triumph in the end. Jefferson led the Democrats to victory only when he had learned to acquiesce thoroughly in some of the fundamental principles of Federalism, and the government of himself and his successors was good chiefly in so far as it followed out the theories of the Hamiltonians; while Hamilton and the Federalists fell from power because they could not learn the one great truth taught by Jefferson—that in America a statesman should trust the people, and should endeavor to secure to each man all possible individual liberty, confident that he will use it aright. The old-school Jeffersonian theorists believed in "a strong people and a weak government." Lincoln was the first who showed how a strong people might have a strong government and yet remain the freest on earth. He seized—half unwittingly—all that was best and wisest in the traditions of Federalism; he was the true successor of the Federalist leaders; but he grafted on their system a profound belief that the great heart of the Nation beat for truth, honor, and liberty.

Under the leadership, it may even be said under the creating hand, of Abraham Lincoln the Republican party took on a long lease of life. For fifty-two years, interrupted for a short period by Grover Cleveland, who was elected because of his rugged honesty at a time when material prosperity had tainted those in control of the Government with a suspicion of financial unscrupulousness, the Republican party remained in power. It was victorious on almost every issue upon which the Democrats fought it—Federal reconstruction vs. States' rights; protection vs. free trade or tariff for revenue only; gold monometalism or "sound money" vs. bimetalism or free silver; colonial expansion vs. so-called "anti-imperialism;" development of business organization to a very high point of efficiency vs. free competition or "trust-busting." Thus during the fifty-two years from the election of Abraham Lincoln in 1860 to the election of Woodrow Wilson in 1912 the Presidential contests of the Democratic and Republican parties have been based on real, divergent, and debatable issues.

But the World War has changed all that. There is no great philosophical issue of government to-day upon which the Democrats and Republicans sharply diverge unless it be the League of Nations, and even there the divergence is not very marked—merely the question as to whether the definite or indefinite article shall be employed—really a quarrel of grammarians, not of statesmen. For the followers of President Wilson insist upon *the* League of Nations, while the supporters of Senator Lodge declare that they are for *a* League of Nations.

Consider for a moment how the old issues have faded away under the stress of war. The Democrats passed the Selective Draft Act and abolished the State National Guard, thereby forever abandoning their once cherished doctrine of States' rights; adopting with some modifications the Federal Reserve plan of Senator Aldrich, a typical G. O. P. magnate, they have put the money system of the country more than ever upon a permanent and solid gold basis; President Wilson in a recent Message openly advocated building up the American dye industry by a protective tariff; both Democrats and Republicans advocate a strong navy and an efficient army—indeed, by urging the policy of foreign mandates under the League of Nations President Wilson, Secretary Daniels, and Secretary Baker have become, with the approval of their party leaders, stronger "militarists" than any Republican President, not even excepting Roosevelt, has ever ventured to be; and the Democratic party has adopted the principles of "big business," which it once denounced as a badge of Republican iniquity, by creating such gigantic organizations as the United States Shipping Board, the United States Grain Corporation, and the United States Railroad Administration, all of them trusts carried to their *n*th power. There is to-day no vital, clear-cut political issue between the two parties except possibly the League of Nations, and there the difference between the two parties is one not of philosophical principle but of mental attitude and method of procedure.

Is there, then, no great definite question which can guide the people in their choice of a President next November? Must the election turn solely upon personalities and not upon issues? These inquiries, it seems to me, can be easily and categorically answered. At least I have answered them for myself. There is, it appears to me, one great, overshadowing, supreme question to be decided by the nominating conventions of next summer and the Presidential election of next November. This question is:

How shall the Government be reorganized and set on its feet again as an efficient going concern?

For the Federal Government is at present completely disorganized. It is politically bankrupt and is well along on the road towards financial bankruptcy. It has no permanent policy. Its various heads of departments are following conflicting policies. The abrupt and startling dismissal of Secretary Lansing, the resignation of Secretary Lane, the discouraged retirement of important Ambassadors like Francis in Russia, Page in Italy, and Fletcher in Mexico, have disclosed the fact that important functionaries of the Government go to bed each night without any intelligent idea of what they are going to be able to do the next day. Nobody knows what is to be the final solution of the railway problem, of the merchant marine problem, of the Mexican problem, of the Russian problem. To be sure, we have not come to a full stop, but we are running on momentum only, and we shall come to a disastrous stop if some new, wisely directed propulsive force is not introduced into the machinery of government.

It is of little use to argue about who is to blame for this situation. What is needed is to realize the situation and to set about in a common-sense and efficient fashion to remedy it. If we begin to understand that, to paraphrase President Cleveland's effective aphorism, we are face to face with a condition of government, not a theory of government, we shall be in a frame of mind that will enable us to deal with the coming Presidential problem intelligently.

When a great corporation with rich assets, but with a depleted treasury, extravagant expenses, decreasing productions, and dissension in the board of directors, faces bankruptcy, what do the stockholders do? They choose a new president who can reorganize the concern, select efficient department heads, cut down expenditures, transform the assets into productive capital, increase the output, and work in harmony with the board. The people of the United States, who are the stockholders of the Government and who are paying for their holdings in immense assessments of taxes, begin to see this analogy. That is why one hears them talk of a "business man" for President. That is why they are interested in Herbert Hoover and Leonard Wood. These two men are being considered by the stockholders, not by the manipulators.

If this interpretation of the political situation is correct, the next step is to inquire whether either of the two men who are peculiarly related to it in the public mind are especially fitted to deal with it. Mr. Hoover is not yet a candidate; he is, at this juncture, only a possibility. Indeed, the fact that he is spoken of as both a Democratic and a Republican possibility—even his intimate friends hardly knowing to which party they should assign him—while it lends a special and romantic interest to his name as that of a kind of mysterious political knight errant, really takes him, for the moment at least, out of the field of practical politics, since ours is and must generally be a two-party Government and any President to be successful must have a strong and united party behind him.

But General Wood is an actual and avowed candidate. He has an efficient organization behind him hard at work, as it very properly should be, getting

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delegates who will support him in the Convention. Presidential candidates, unlike poets, are made, not born. If Leonard Wood is the man best fitted for the high and responsible task of reorganizing our bankrupt Government, somebody must work for him, and work hard. Is he, under all these circumstances, worth working for? Has he the training, the experience, the initiative, the judgment, the broad views, the capacity to select strong men, and the human sympathy to work with them that the next President of the United States must have in the present crisis? A reasonable way to answer this question is to review what he has done in the past.

General Wood was born in New Hampshire on October 9, 1860; but while he was still a baby his parents moved to Massachusetts, where he spent his boyhood and was educated, graduating from the Harvard Medical School in 1884. His great-great-grandfather was an officer in the American Revolution and his father a physician and a volunteer army surgeon in the Civil War. He was from the beginning an outdoor type of man, and this love of outdoor life combined with the impulse that comes from heredity turned his mind to the Army. One year after his graduation from the medical school he was an army surgeon, assigned at his own request to an Indian fighting regiment in Arizona. He was no swivel-chair officer. He almost immediately became a hard-riding, intrepid, fighting soldier in the famous campaign against Geronimo and the Apaches. At less than twenty-five years of age he was given command of a detachment of infantry by his immediate superior, Captain Lawton. His record for efficiency, bravery, skill in handling his own men, and tact in managing the Indians brought out the highest commendation from his superiors, and led eventually to the conferring upon him of the Congressional Medal of Honor, a distinction highly prized and respected by all army men. After ten years of honorable service he was assigned to duty in Washington, and while there, performing his work as a medical officer of the Regular Army at the outbreak of the Spanish War, he formed an intimate friendship with Theodore Roosevelt, then Assistant Secretary of the Navy. Together they organized the Rough Riders, of which famous regiment Wood was the colonel and Roosevelt the lieutenant-colonel.

Colonel Wood's military efficiency so quickly manifested itself in Cuba that he was almost immediately promoted by President McKinley to be Brigadier-General of Volunteers. He was later made by President McKinley Brigadier-General of the Regular Army, a "jump" in rank which is often mistakenly laid at the door of President Roosevelt as an accusation of favoritism on his part. Whatever favoritism may be thought to lie in this promotion is wholly chargeable to the account of McKinley.

That it was not favoritism, however, but the result of deliberate and wise judgment on the part of President McKinley, who had a remarkable gift for selecting able and fine men for responsible posts in his Administration, is shown by his next promotion of General Wood. McKinley made Wood, who volunteered for the undesirable position, Military Governor of Santiago.

"Santiago de Cuba," says Eric Wood—who, by the way, is no relation of the General, although his most recent biographer[1]—"had for more than two centuries enjoyed the unenviable reputation of being the most pestilential and fever-ridden spot in the world. In olden times it was a common saying among merchant skippers that the city could be smelled ten miles out to sea."

Out of this pest-hole in which the dead lay rotting in the streets, with the living too weak, sick, and emaciated to bury them, with no schools, no justice, no enterprise, and where taxation was mere highway robbery, General Wood made a self-respecting, self-governing, modern, and almost model community. When he left, "all Santiago came down to see him off, cheered him to the echo, and presented him with an illuminated diploma which read: 'From the people of Santiago de Cuba to General Wood. The greatest of your many successes is to have won the confidence and esteem of a people in trouble.'"

His next post was that of Governor of Cuba. In this difficult position he completely reorganized the island, which had suffered untold miseries, injustice, and corruption from the absentee system of Spanish military control. He literally showed the Cubans how to maintain law and order, to build roads, to create schools, to introduce sanitation and hygiene, and to conduct fair and popular elections. Yellow fever was stamped out under his guidance. His method of carrying out this vast work of reorganization is disclosed in his own words, which are reported by his biographer as follows:

> Every successful administrator must among other gifts possess two fundamental qualifications for leadership—he must have the ability to select the men best fitted for the work assigned to them, and the power so to co-ordinate the activities of the men selected that they may function as an effective unit.
>
> An efficient executive will have his own definite policy by which his subordinates will be guided, but to them he will leave the details of execution. He must have an instinctive grasp of the situation as a whole, and know by intuition if these subordinates are harmoniously working out his general plan. He cannot without waste of valuable time himself attend to details, but he must, subconsciously as it were, be aware of the efficiency and faithfulness of each one working under him.
>
> An administrator facing a multiplicity of important problems cannot hope to know more than his assistants about each one of their specialties; presupposing, of course, that these advisers have been selected in a sincere effort to obtain the most competent men available.
>
> The successful executive must seek and duly consider the opinions of his subordinates, and of men who are experts on the subjects under discussion. Then, and then only, should he begin forming his own conclusions. This is the judicial method; the truly democratic one.
>
> It is the method necessarily used by the physician diagnosing a complicated case of physical ills; a method which can be applied quite as successfully to a diagnosis of public affairs.

From Cuba General Wood went to the Philippines, where he pursued with the same success the same work of reorganization and community building that gave him an international reputation when his headquarters were in Havana. But in the Philippines he had one additional obstacle to overcome—the prejudice of Regular Army officers—who looked at him askance because he had risen from the nondescript, certainly the non-military, rank of army doctor. But he went about his work with modesty, patience, and tact. How he succeeded is indicated in an article in the "World's Work" by Mr. R. H. Murray, published in 1912:

> When Wood first came out, in 1903, the army in the Philippines didn't know him. There were plenty of officers who reviled him as a favorite of the White House, and cussed him out for it. Pretty soon the army began to realize that he was a hustler; that he knew a good deal about the soldier's game; that he did things and did them right; that when reveille sounded before daybreak he was usually up and dressed before us; that when a man was down and out and he happened to be near he'd get off his horse and see what the matter was and fix the fellow up, if he could; that when he gave an order it was a sensible one and that he didn't change it after it went out; and that he remembered a man who did a good piece of work, and showed his appreciation at every chance.
>
> Well, the youngsters began to swear by Wood, and the old chaps followed; so that from "cussing him out" they began to respect him and then to admire and love him. That's the word—love. It's the easiest thing in the world to pick a fight out there now by saying something against Wood. It is always the same when men come in contact with him. I don't honestly believe there is a man in the Department now who wouldn't go to hell and back for Leonard Wood.

General Wood's record as an organizer in this country during the war is too recent and too familiar to need description here. He created the Plattsburg idea, and the training camps for the A. E. F. under his guidance were models of efficiency.

We Americans are sometimes a forgetful people. I wonder if we are not in danger, under the glamour, on the one hand, and the fear, on the other, of militarism—I wonder if we are not in

[1] "Leonard Wood, Conservator of Americanism," by Eric Fisher Wood (the George H. Doran Company, New York). A book well written and well worth reading. In conjunction with it there will be found some interesting additional material in "The Career of Leonard Wood," by Joseph Hamblen Sears (D. Appleton & Co., New York).—L. F. A.

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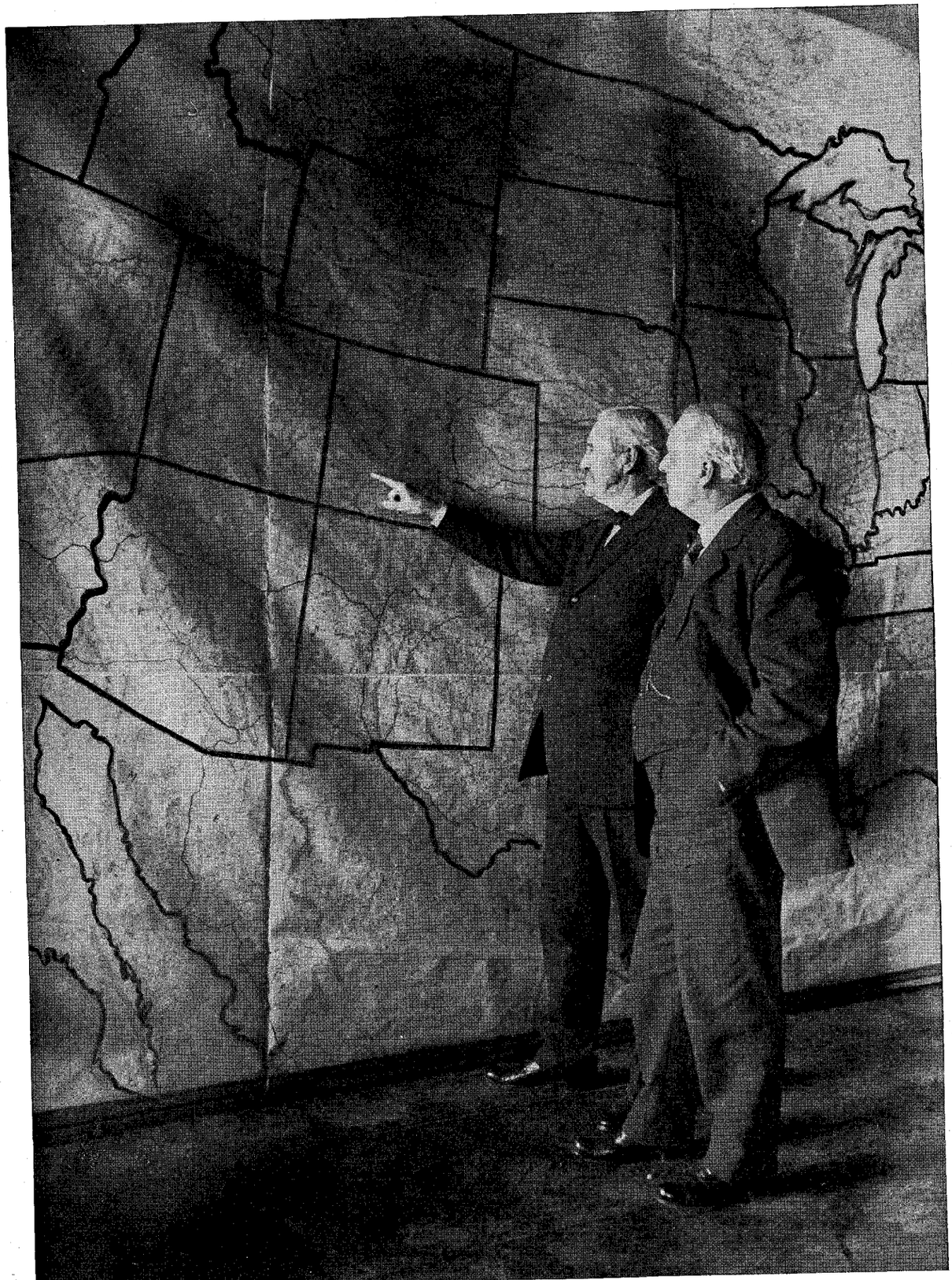

(C) Underwood & Underwood

SENATOR CUMMINS (WITH ARM OUTSTRETCHED) AND REPRESENTATIVE ESCH, AUTHORS OF THE NEW RAILWAY LAW, EXAMINING THE MAP OF THE UNITED STATES IN PLANNING THEIR BILL

Under the provisions of this law the railways were returned to private ownership March 1, after being under Government control for over two years

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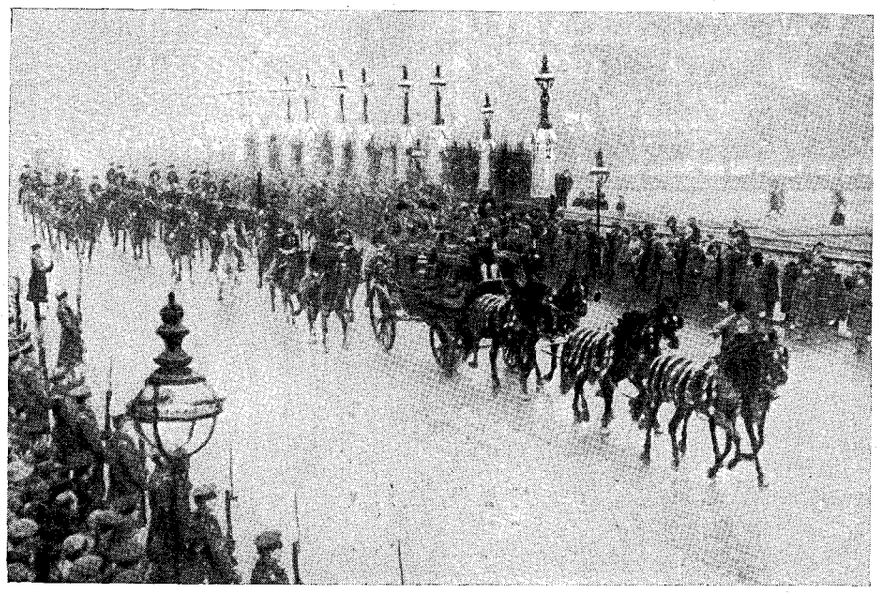

(C) Western Newspaper Union

THE KING AND QUEEN OF ENGLAND ATTEND THE OPENING OF PARLIAMENT

Pomp and ceremony still accompany the opening of Parliament. An imposing procession, headed by royalty, is one of the features of the event

(C) Wide World Photos

THE LEAGUE OF NATIONS IN SESSION IN LONDON

Absence of formality is said to have marked the first meeting of the League in England, pictured above, in St. James's Palace. Among the members are: Baron Matsui, Japan; Mr. A. J. Balfour (standing), England; M. Léon Bourgeois, France, acting President of the League (seated at table, at Mr. Balfour's left); Sir Eric Drummond, Secretary-General of the Council; Signor Ferraris, Italy; Paul Hymans, Belgium; Count Quinones de Leon, Spain. America was not represented in this meeting. See editorial comment

(C) Western Newsaper Union

ALLIED TROOPS ENTERING A TOWN IN SCHLESVIG AFTER GERMAN EVACUATION

A dramatic moment in the restitution of Schlesvig to Denmark, provided for in the Peace Treaty, occurred when the German troops left and English and French troops, as shown in the picture, entered the territory

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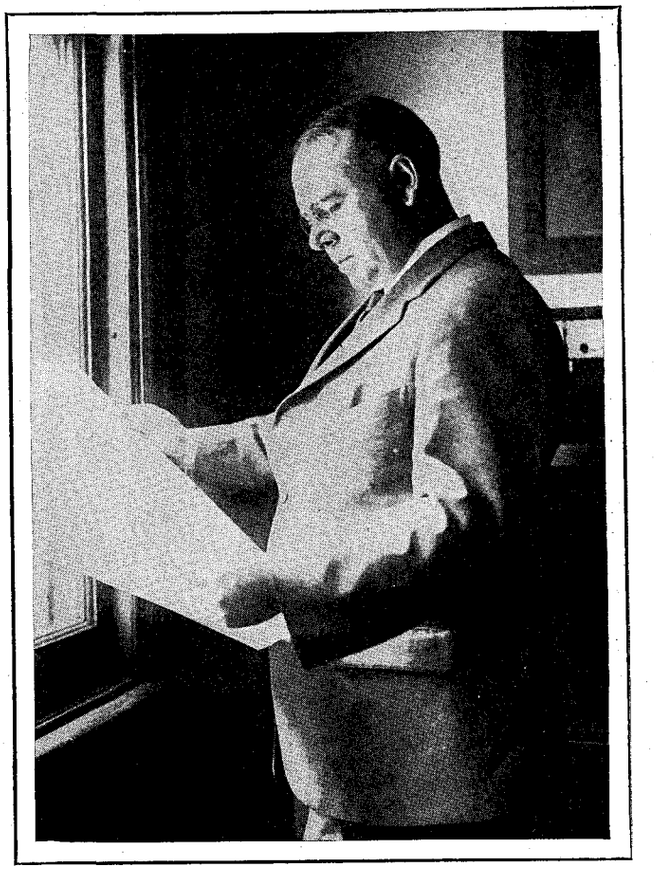
CHARLES FREDERICK MARVIN, HEAD OF THE WEATHER BUREAU

In addition to the forecasting of weather conditions, the recording of rainfall and temperature, and other work of a climatic nature, this Bureau conducts investigations in aerology for aiding in the progress of aviation



THOMAS H. MacDONALD, HEAD OF THE BUREAU OF PUBLIC ROADS

The photograph shows the Bureau's chief examining a chart of allotment said to cover $200,000,000 for the building of better roads throughout the country, in which work the National Government co-operates with the States

Photographs by International

WILLIAM A. TAYLOR, HEAD OF THE BUREAU OF PLANT INDUSTRY

This Bureau has for its work the study of plant life in all its relations to agriculture. The picture shows Dr. Taylor examining the blossoms of a navel orange tree in one of the greenhouses in Washington

EDWARD W. NELSON, HEAD OF THE BUREAU OF BIOLOGICAL SURVEY

The control and conservation of wild birds and animals are under the charge of this Bureau. It employs 400 hunters, who in four years have destroyed 200,000 stock-killing animals. Mr. Nelson is examining the skin of a wolf

WHAT THE DEPARTMENT OF AGRICULTURE IS DOING FOR THE PEOPLE—THE CHIEFS OF SOME OF ITS VARIOUS BUREAUS AND THEIR WORK

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danger of forgetting that General Wood's great services to his country are really in the domain of civil government. Three of the best judges of modern government have not forgotten it. And they are all three civilians.

Elihu Root said of him:

> From December, 1899, until General Wood came out of Cuba in May, 1902, I kept track of what was done, and studied the subject as carefully as any business man ever studied his own business or any lawyer ever studied a case which he was to try. I went to Cuba three times and went all around the island and visited the camps and the army posts and the prisons and hospitals and asylums and the schools and public works; I talked with everybody I could get hold of, and got all the information I could get by conversation with soldiers and civilians and Americans and Cubans. I read the reports and I directed the course of the Government in Cuba, and I knew what was going on; and I feel under a debt of the greatest gratitude to General Wood for what I think is one of the most conspicuous and meritorious pieces of work ever done by an American.

Lord Cromer, the greatest colonial administrator that Great Britain has produced, who put modern Egypt on its feet, and whose two volumes on the Egyptian problem are the master work on colonial government in the English or, for that matter, in any other language, is reported by Eric Fisher Wood to have said: "That Leonard Wood's work in Cuba was the best colonial work of the century, that he was the only man in the world who was completely fitted to carry on the work which Cromer himself had initiated in Egypt, and that he only regretted that Wood was an American and not a British subject."

And, finally, Theodore Roosevelt, who if he were alive and well would undoubtedly be elected President next November, confirmed in 1917 what he said as follows in 1903:

> Leonard Wood four years ago went down to Cuba, has served there ever since, has rendered services to that country of the kind which if performed three thousand years ago would have made him a hero mixed up with the sun god in various ways; a man who devoted his whole life through those four years, who thought of nothing else, did nothing else, save to try to bring up the standard of political and social life in that island, to teach the people after four centuries of misrule that there were such things as governmental righteousness and honesty and fair play for all men on their merits as men.

The testimony of these three witnesses is high praise indeed. But might it not at least lead us to read the records and ask ourselves: If what we really want is to have our Government reorganized on a plane of efficiency, with competent men appointed who will work ably and harmoniously to give us a fair return for our taxes, do we need to look much farther for a President than Leonard Wood?

A BACK-COUNTRY CAPITALIST

BY LADD PLUMLEY

I WAS sitting beside the Big Pool, waiting for the hot sun to drop and the evening fishing to begin, when Hiram Hamway pushed through the stream-side willows and "sat himself" near me. I felt sure that he had a more important errand than stream-side gossip, and, although I was frequently near his farm, never had he joined me on the stream.

I knew Hiram perhaps better than his neighbors who met him daily. That means that nobody really knew him. There are strong characters whose shell is only somewhat more opaque the nearer you view it.

Folks told me many things concerning the mountain capitalist. Mostly I heard complaints or recriminations. By many he was given a reputation of almost Satanic energy as a disgorger of overdue interest on mortgages. And as to shrewdness in deals, those whom he "bested" said bitter things, but they never said he was not honest.

I had come to know that there were two Hirams under his shabby and baggy clothing: one, a shrewd financier, rather of the Gradgrind order; the other, seldom in evidence, a well-screened philanthropist, as timorous of the charge as a trout under the passing shadow of a kingfisher. And Hiram's shell held another element—a dimly acknowledged belief of what had a flavor of Swedenborgianism, to give it a name, although he never read anything of the occult. I doubt if he ever read much but his paper and a dog-eared "Guide to Wealth," which included extracts from Franklin's "Father Abraham's Speech." The mystic in Hiram was well camouflaged, as well as a streak of cryptic humor which sometimes took a form that surprised his neighbors.

Once an artist of small means, who boarded with his wife at the river-side farmhouse, said that if he could get a bit of land cheap enough he would put up a summer shack.

"Where would ye put yer shack?" asked Hiram.

"Up there on the hillside," said the artist. "But what's the use of talking? I haven't got the price."

"How much can ye give?" quizzed Hiram.

"This morning, just what I've got in my clothes."

"And how much be that?"

The artist pulled out a purse and counted a dollar and fifty-five cents.

Hiram's face screwed itself into a puzzle of wrinkles. He reached forward, seized the money, and slipped it into his pocket. "I'll have Lawyer Miller make out the papers," he said. "'Bout a half-acre 'll do ye."

The title deed was made out, and from where we sat beside the pool I could see the artist's little bungalow. I regret to say that I have heard the opinion expressed that the deal was made because Hiram could sell his milk and vegetables to the artist.

Five years or so ago somebody got the notion that the little church ought to have a bell. All the years that it had stood on its grassy knoll back of a row of maples near the head of the valley, service had been announced by the schoolhouse bell, a bit bigger than a cow-bell and with a cow-bell's jangle.

A committee was appointed, who lifted sums varying from fifty cents to fifteen dollars, the latter raised at a boarding-house fair. By hook or crook seventy-five dollars was obtained. Seventy-five dollars won't buy much of a church bell, and, besides, the slatted cupola of the church would have to be strengthened. Then the committee headed for Hiram's farm, the spokesman not at all relishing the job, to solicit Hiram for a subscription.

"Did ye never glimp a woman with a new Easter bonnet and a ten-year-old draggled dress?" asked Hiram. "I don't often go to church, but when I did I'd be ashamed to squat under a new bell and know the windows needed putty, and there hain't been a coat of paint on them clapboards in I don't know when. I'll give ye twenty-five plunks, but on condition the hundred be used for painting and such. And ain't there something in Holy Writ 'bout them other things being added?"

The committee made a report, recommending that repairs be made and the bell postponed indefinitely. Some months after the church had been put in good shape a notice came that there was a crate at the railway for the church which contained a large church bell. The story was told me by Melancthon Dulaugh as before an afternoon service we listened to the bell—a silver-tongued bell made at a famous Troy bell foundry.

"Must have been Hiram," said Melancthon. "But when somebody tried to thank him he growled back, 'Do ye s'pose a feller would waste all a bell cost on this here community where he has to wear out good horseshoes poundin' 'round tryin' to lift honest interest on mortgages?'"

I have taken a little trouble to find out how Hiram conjured a fortune in a

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country where money was, as "Store-Keep Cummings" put it to me, "scarcer than debts be plenty."

Now given over to city boarders and fishermen, the valley when Hiram got his start hummed with industry. Near the Big Pool was the Johnson tannery, one of the largest in the State. One spring a big flood took out the dam, and young Hiram, one of the drivers for the tannery, offered to put in a new one, guaranteeing if it went out to make good the damage. His price was $1,800, and the original structure cost about half that. Johnson laughed at his young employee and built the dam himself. But the following spring another big flood came and took out the dam "kerflop!" as Daddy Morehouse said, who told me the story, adding: "Hiram chugs over to the new bank what was just started and gits in with the president—he stood back of Hiram after that. He makes his offer again, but this time the price is $2,000 and the bank backs up a twenty-year guarantee. Johnson knows Hiram, and he takes the offer. That was the first cement ever used in the valley. Say, ye never seen such git up and git on any job! 'Twas finished a month afore contract time. Ye must have seen in the bushes the abutments of the 'Hiram Holdfast,' as she was called. No flood ever took her out—even the flood what took every other dam and every bridge down to the Delaware. And when the bark was gone and the tanneries went up in smoke and the county wanted to take out the Holdfast, they had to use heaps and heaps of dynamite."

After that Hiram took contracts for the railway which was being constructed, and an engineer has told me there never were more solid culverts than Hamway's. Meantime he kept a herd of fancy cattle, and his cows have always brought fancy prices. And from the beginning of what is now the largest bank hereabouts he was a stockholder; first a petty stockholder, but on the afternoon he came down to the Big Pool he nearly owned the bank.

"Widow Matilde Ann Simmons does yer wife's washing, as always?" he asked.

"She's been doing our washing during our summers for the last half-dozen years," I replied.

"Ye know Matilde well?"

"Sure," I said.

"Matilde Ann be what I calls a professional complainer," said Hiram. "But she surely has had a hard time, what with her rheumatiz and before with her man what's gone. He wasn't exactly what I calls a helpmate."

"She is something of a complainer."

"She talks 'bout me, of course. What does she say?"

"Sometimes talks," I admitted, and if I had told the whole truth I would have said she seldom omitted to snarl something bitter concerning Hiram.

"Advance money and ye makes enemies," said Hiram. "That goes with gathering the stuff. Ye git stung all up when ye cuts down a bee tree. But if there weren't gatherers there wouldn't be much of the stuff. It'd mostly go like smoke. Good thing there be, and they have to be hard on some I could name. But let's come back to Matilde Ann. S'pose she complains 'bout her interest?"

"She does."

"Yet I ain't overhard. Sometimes she pays, and sometimes she just can't, and then I just forgets it." For a few moments he was silent, and I wondered what was passing in his mind. This afternoon he looked a fagged, worn-out old man. He sighed heavily, then he said: "Somehow for six months and more something's been telling me—well, maybe it's a kind of dream—let's say it's that. And seems as if I was told to put my affairs in order. But ye won't mention it to folks?"

"You can count on me," I promised.

"Well, I have fixed up things. And when ye sees Matilde Ann again ye can say to her, but some roundabout, that ye and I happened to talk bout her mortgage and that I give ye to understand she needn't worry. Fact is I've fixed it up with Lawyer Miller. If anything should happen, she can go right on living in her house, just as always. The mortgage papers ain't burned—that don't happen 'cept in Sunday school stories. But as long as her complainin' ways 'll let her live there won't be nobody as 'll turn her outen her house. And don't be sayin' anything to nobody but Matilde Ann 'bout her mortgage. If they heard, there be those as would do a sight more smokin' on back fences waitin' for interest to drop out from nowhere—and they does enough of that already."

"Haven't you felt well lately?" I asked.

"Yes," he said. "I've been feelin' pretty spry this summer. It ain't that. I can't sense what 'tis. But seems as if something was saying, 'Hiram, git yer affairs in order.' But shucks! When a man gits old the handwritin' on the wall ought to be plain. Maybe it's that—being old and knowing 'tis 'bout time for ye to be gittin' under cover. And 'pears like we've had a mighty dry spell lately. I says to Mary, I ain't ever seen the spring in the medder so low. I must hist along. One of my yearlings ain't right. Fear she's eaten sheep laurel—they will wunst in a while."

Slowly he lifted himself, and his flapping weather-grayed garments disappeared in the bushes.

"One of hissen dodges," snarled Mrs. Simmons, when I cautiously gave Hiram's message. "I won't count on it. Sin' tannery days, and afore, he's always th' money-grabber. Wouldn't surprise me none if he was layin' low so I'd git way behint and then chuck me outen into the road."

I had been told many times that Hiram had an utter disregard for danger of any kind. That was probably the reason why in his younger days he had the pick of the county for his gang. And ten days after he sent his message to Mrs. Simmons a blooded bull which was confined in an inclosure managed an escape. It was evening, and two hired men were milking in the cattle-yard. One of the men was cornered by the bull and would doubtless have been killed had not Hiram, with nothing in the way of a weapon but his walking-stick, hastened into the yard and diverted the attention of the bull to himself. A furious bull is as terrible an antagonist as a grizzly bear or a lion, and when it was over and the bull had been prodded from its victim with pitchforks it was a horribly mutilated man who was ministered to where he lay.

"It's all right," he said to his wife, as she leaned over him. "Everything's fixed up fine. Didn't know it was coming this way—but something told me 'twas coming. Yes, every darn thing—all fixed up fine."

For ten minutes he couldn't speak, but just before the end he added: "Mary, there be lots who say I've been nothin' but a money-grabber, but if I had my life to live over again I'd do most things pretty much as I've done 'em. And don't take it so hard. I ain't sufferin' near as much as ye might think."

After the funeral, where everybody gathered, I got a few words from old Lawyer Miller, who said considerable, for Miller.

"A good man's gone," he said. "A typical American. Successful because he worked hard and because he always performed everything he undertook just as well as he knew how. He left a lot of money—and he earned it. And he left what in some ways you might call a funny will. There'll be a heap of farmers who'll be mighty angry, and there'll be a lot of foreclosures on a lot of mortgages. And there ought to be. There are some who'll bless him. The church has an endowment. Aunt Sally 'll be mighty comfortable for life, so will her sister and her sister's big family. The home for children, out Middletown way, comes in for a chunk; so does the county home for the aged, so do a dozen other local charities. And you can take it from his lawyer, out there near the maples they've buried a man that if folks knew all they'd lift their hats every time they pass his grave. As for me—I've lost—"

The old lawyer left me and cranked his runabout with the energy he put into the task in attempting to disguise what a choking sob and his wet eyes had told me.

When Mrs. Simmons came again for our washing, she said to my wife: "'Pears like folks make big mistakes. I ain't ashamed to give it I oughten to have talked the way I did 'bout Hiram. Yesterday Lawyer Miller brought the mortgage, and writ across it was 'Canceled in 'cordance with the last will and testament of the late Hiram Hamway.'"

And my wife says she may have been mistaken, but she thought she saw tears in the dim eyes of Mrs. Simmons.

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COMMUNITY CIVICS

A PRACTICAL EDUCATIONAL COURSE IN CITIZENSHIP

XVIII—PAYING THE CITY'S BILLS

BY LOLABEL HALL, Ph.D.

OF THE BAY RIDGE HIGH SCHOOL, NEW YORK CITY

INTRODUCTION

A young man appeared in the financial district back in 1914 before a committee of bankers. He had come for advice and financial assistance for the City of New York. He stated his case frankly and clearly.

"New York City has borrowed money and given notes to the extent of a hundred million dollars. These notes are due now. They cannot be replaced by other notes or bonds, because our creditors live in those foreign countries which are involved in war. They want and need their money. This obligation must be met. As Mayor of the City of New York, I am responsible. Will you gentlemen come to the rescue and buy these bonds, or lend the City of New York the money to retire them?"

It was a tense moment. As if by prearrangement, one of the magnates replied:

"This is not a surprise. We have been expecting you, Mr. Mayor, and have been studying the situation for some months in anticipation of this call. We have made arrangements and are ready. But first let me tell you a story.

"I lunched with a man yesterday whom I have known intimately for twenty-five years. Fifteen years ago he was wealthy. To-day he is working on a salary. His downfall was not caused by unfortunate investment or foolish speculation. He developed a mania for living high and fast. He acquired an elaborate estate and a couple of seagoing yachts. He traveled only in private cars. Among other things he established an extensive breeding stable for race horses. Ten years ago his income was less than his annual expenditure; five years ago he began to borrow money, giving as security his home and other possessions. At the present time the yachts are tied up pending a sheriff's sale, his racing stable is wiped out, and he is just about able to meet the interest payments on his home, which is in sad need of repairs. If his debts are ever paid, his children and grandchildren will have to pay them. In other words, his descendants will 'pay the fiddler' long years after he has done the 'dancing.'

"Do you see my point, Mr. Mayor? Here New York City, a comparative youngster in years, coping with geographical conditions which hamper on every side, is competing in improvements and public utilities with Paris and London, five and six times its age. We have borrowed right and left for our immediate and perishable necessities as well as for our permanent and paying utilities. If this keeps on, our children and our children's children will have to pay for our 'dancing.'

"We have decided to liquidate these bonds. New York is not going to fall down. But, Mr. Mayor, we want you to give us your word, man to man, that during your administration, at least, taxes will be levied to cover our running expenses, and that long-term bonds which must be paid by future generations will be issued only in instances where benefits extend into the future."

The word was given; the pay-as-you-go policy was born. And to the credit of that Mayor, let us add that he more than kept his word. He went to the State Legislature and succeeded in having an act passed which made the theme of this "gentleman's agreement" a part of the city charter.

FRANK A. REXFORD.

IN paying its bills the city exercises the same kind of foresight and tries to make much the same kind of calculation as an individual with reference to its needs, its income, and its credit.

Let us imagine this great "legal person" asking itself the following questions some time this autumn:

I. What necessary expenditures must I make this next year to keep my large and flourishing family of nearly six million "healthy, wealthy, and wise"? How shall I make out the estimate for this?

II. Where shall I get the money to pay the bills incurred for these expenditures? What is my income? What property have I as security? Have I always paid my debts in the past? If I want to borrow, from whom can I get the money and how?

III. How shall I take care of my money so that it will not only be safe but will bring me in some interest before my bills fall due? How is my surplus money invested at the present time?

IV. By what method shall I pay my bills to see that I am not overcharged, and, on the other hand, that I do no one an injustice by delaying the payment unduly?

V. What obligations are the members of my family under to me, and what should they do to enable me thus to serve them?

The answers to these questions will give us an insight into "paying the city's bills."

I. Estimating the Expenditures

(A) BOARD OF ESTIMATE AND APPORTIONMENT

The body which estimates the expenditures for the city is the Board of Estimate and Apportionment. It consists of the Mayor, who is the chairman, the Comptroller, the President of the Board of Aldermen, and the five borough Presidents. This Board furnishes one of the few examples in this country of plural voting, the Mayor, the Comptroller, and the President of the Board of Aldermen having three votes each, the Presidents of Manhattan and of Brooklyn having two each, and the Presidents of Queens, Richmond, and the Bronx having one each. By this method the greatest control of the city's money is assured to those who are the most responsible to the people for its expenditure. A quorum consists of enough members to cast nine votes, two of whom must be "three-vote men."

The Board is more than a mere estimating and apportioning body; it may be considered somewhat in the light of a board of directors for the municipal corporation, for it has almost absolute control over the financial policy of the city.

The Board not only makes the budget, but it has power to make all appropriations and to authorize all public improvements (subject to any action the Board of Aldermen may take to reduce or eliminate such items). It has power to grant all franchises, though the Mayor must give his separate approval to them, and for subway or elevated lines the consent of the Public Service Commission must be obtained. The Board of Aldermen may not authorize the issue of any bonds without its consent, and it has control over all streets, parks, wharves, public grounds or public waters, unless otherwise provided in the charter. It recommends to the Board of Aldermen the fixing of salaries of all city officials and employees and of some county officials, unless otherwise provided for, though the Board of Aldermen may reduce such salaries. When it is recalled that there are approximately 85,000 persons working for the city temporarily or permanently (exclusive of some 21,800 public school teachers, whose salaries are not under the

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Board's jurisdiction), an idea may be got of the extent of this power.

From the above it may be seen that the Board can exercise a very complete power over the outgo of money. However, this outgo and its control are not allowed to be a haphazard matter when requests for money may happen to come up, but they are kept within very definite bounds by the budget, which is made under the supervision of the Committee on Finance and Budget, of which the Comptroller is chairman.

(B) THE COMPTROLLER

The Comptroller is the head of the Department of Finance, elected by the people of the entire city at the same time the Mayor is, with the same term of four years, and the same salary of $15,000 per year. His Department, through its eight bureaus and eleven divisions, collects sums due the city for privileges granted (such as street-car franchises), rents, interest on mortgages held by the city, etc. It collects taxes and takes charge of arrears for water rent. Property-owners pay to it the sums assessed against their property for local improvements. The Auditing Bureau audits, revises, and settles all accounts in which the city is either debtor or creditor, being in reality the eyes of the Comptroller in his capacity of "watch-dog of the treasury." The Department keeps track of city money expended through private charitable agencies. It examines and audits the payrolls for all city departments, issuing each year about 1,500,000 checks and providing for about 560,000 cash payments.

It keeps the city's books, with daily summaries of the income and the outgo of moneys, from which are prepared monthly, quarterly, semi-annual, and annual financial summaries. All contracts with the city must be made through this Department and accounts kept of all money collected. Engineers advise the Comptroller on matters relating to public improvements and transit problems and real estate experts upon land for public sites. Finally, the Department keeps the records of all city bonds and securities and pays the interest to those holding city bonds. The City Chamberlain's office is a bureau of the Department.

(C) THE BUDGET

The budget is a very highly itemized appropriation bill, showing exactly what sums of money each department is allowed for the ensuing year and exactly how it may spend these sums; how many and what kinds of employees it may have; what amount it can have for each kind of material it must buy; what kind of equipment it may purchase, what it may obtain in the way of supplies (fuel, office, medical, laundry, refrigerating, educational, etc.), and a sum for emergencies. The budget also includes appropriations to meet city obligations, such as interest on the city debt, the direct tax demanded by the State, pensions, insurance, etc.

Essentials of a good budget. New York has taken the leadership in budget reforms in the last ten years. Financial officers from all over the United States and from other countries, even from so far as China, have come to study our methods because they believe, as do the vast majority of our own citizens, that the finances of the municipality are on a sound basis and, in the main, are honestly administered. The ground for this belief rests in the fact that we have reached to a commendable degree the three great essentials of budget-making—"clarity, simplicity, and accountability in the conduct of public business." The budget has clarity—it is clear and can be readily understood by all persons of average intelligence who will take the pains to study it. It is in simple form—designed by the authorities for the special purpose of making it not only uniform for all departments, but the same year by year, so that comparisons can readily be made. Strict accountability is assured by the fact that the items are segregated—that is, each kind of expenditure is put in a class by itself and its own sum of money assigned to it, which sum cannot then be spent for anything else without express permission from the Board of Estimate and Apportionment.

Reasons for the size of the budget. The size of the budget total each year amazes those who do not stop to compare it with what the citizens demand of the municipal government. In common with cities all over the United States, we have improved our streets with better paving, lighting, and sewer systems; we have built new schools of modern type and with modern equipment for our large school population, now nearing the million mark; we have helped private capital provide a vast system of transit facilities; we have almost wiped out typhoid fever by giving a sanitary water supply at great cost; we have extended the protection of the health of the people beyond that ever dreamed of a generation ago. All of these things are desirable; but those who demand them must remember that they cost money, and they must be willing to shoulder the increased burden of taxation.

Analysis of the 1919 budget. The total of the 1919 budget was $248,025,434.88, and the way the money was apportioned is shown in the following table:

Your Dollar: Where It Goes.	Per cent.	
1. Administrative and legislative expenses	1.498	$3,713,956.95
2. Judicial and semi-judicial	4.110	10,206,371.74
3. Education	19.338	47,959,646.94
4. Recreation, science, and art	1.332	3,304,516.54
5. Health and sanitation	9.520	23,610,374.75
6. Protection of life and property (fire and police)	14.437	35,806,209.54
7. Correctional purposes	.861	2,136,279.43
8. Charitable purposes	5.782	14,339,733.18
9. Public enterprises and improvements	4.239	10,514,615.28
10. Pensions, relief funds, etc	1.640	4,067,063.33
11. State taxes	3.436	8,522,629.61
12. Debt service	26.857	66,606,938.10
13. Miscellaneous	6.950	17,237,099.49
	100	$248,025,434.88

II—Revenues

(A) TAXES

Board of Aldermen. Having found out through the making of the budget just how much money is needed, the next question naturally arises, "Where is all that money to come from?" The city must learn exactly what money it will have coming in from other sources than city taxes, and then it must raise by taxation the difference between this sum and the budget total.

The Board of Taxes and Assessments begins April 1 to make up the "assessment rolls" of each borough, to be delivered to the Board of Aldermen by March 1 of the ensuing year. The Comptroller submits to the Board of Aldermen the estimate of the income the city will have from sources other than the tax levy. In 1919 this amount (estimated to be almost forty-four million dollars) and the amount allowed for county expenses were deducted from the budget total, leaving some $196,600,000 to be raised by the general tax levy, at a uniform rate throughout the city. The city rate was found by dividing this remaining total by the assessed valuation of over eight and a half billion dollars, as given in the assessment rolls. The rate for each county is found by the same kind of division of the sum needed divided by the assessed valuation in the county and this result added to the general city rate to get the rate in each borough.

Board of Taxes and Assessments. This Board, created by the charter as one of the city departments, consists of seven commissioners, appointed by the Mayor. One of their number serves as President, at a salary of $8,000 a year. The city is divided into assessment districts, under deputy commissioners.

The property assessed (appraised) is of two kinds, real and personal, and the personal is both tangible and intangible.

The method of assessing real estate is interesting. Each borough is divided into sections (wards in Queens and Richmond), and each section is mapped to scale by blocks; every block is numbered, and each year there is published a book of "Tentative Land Value Maps" showing the tentative value per front foot of each side of every block in the city. Unblocked areas are estimated by the acre. This value per front foot is supposed to extend back one hundred feet, the normal depth of a city lot.

Land and buildings are assessed separately. With reference to estimating the value of a building, a great many factors are considered besides size. If the building is suitable for its purpose and the value has not lessened with age, the guide for its worth is the amount of money it would take to build another just like it. A building might be assessed, therefore, for more than it really cost if in the meantime the price of building (labor, materials, etc.) had gone up very much. If the building, on the other hand, has depreciated or is unsuitable, the amount

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of depreciation and the low rent it brings are taken into consideration in fixing the value. For both land and buildings everything that might affect value is studied, such as sales in the open real estate market, mortgages, and leases. The neighborhood of a saloon will lower the value of land and buildings, while the nearness of a park will raise it. One interesting result of prohibition will be the probable increase of values in many neighborhoods due to the disappearance of the corner saloons. The values as shown tentatively on the maps range from $1 per foot in some of the outlying districts to $21,000 per foot around Wall Street.

The tax on personal property has never yielded satisfactory sums; much of it is exempt, and on the non-exempt part there is a great deal of "tax-dodging," due to the ease of removing or concealing it, especially intangibles.

Having made a record of the assessments and having seen that they have been made on the same basis throughout the city, the Board opens the books for public inspection and for correction, from October 1 to November 15 for real estate and to November 30 for personal property. Written application for correction may be followed by a hearing before the commissioners if desired.

After the books are closed the final assessment rolls are made by February 1, each property-owner having his property with block, street, and number listed opposite the assessed value; land and buildings are in separate columns.

Receiver of Taxes. Taxes are collected by the Bureau of the Collection of Taxes of the Department of Finance, the head of which is the Receiver. All personal taxes are due in May, and one-half of real estate taxes, the other half being due in November. Five days' notice is given in the "City Record," but no bill is sent unless asked for; if taxes are not paid when due, the city charges the delinquent 7 per cent; if one pays all real estate taxes in May, he receives a rebate of 4 per cent on the second half till November 1. If people persist in not paying their taxes, the Receiver turns their names over to the Bureau for Collection of Assessments and Arrears. Liens on the property taxed are finally sold at public sale, and unless they are satisfied the property itself will be sold. The amount of the lien will be subtracted from the proceeds of the sale, with interest, and the rest turned over to the owner. At such forced sales the price paid is apt to be very low, so the owner loses more than the amount of his taxes by not having paid them promptly.

Special Assessments. Besides the regular tax levy the city government has the right to make special assessments (taxes) upon property to pay for local improvements that will especially benefit that property.

(*a*) Local Improvement Boards may decide to make this expenditure if the amount it will cost is under $2,000, but the permission of the Board of Estimate must be obtained if it is between that sum and half a million; if more, the Board of Aldermen must give its authorization.

(*b*) A Board of Assessors of three members makes the assessment (in this case meaning not to "give a value" but to "lay a tax") and apportions it among the pieces of property which will be benefited. The Board also awards damages if any are due through the work done.

(*c*) Condemnation. When it is necessary for making an improvement, the city may take the entire property from the owner, whether he wishes to give it up or not, by paying him the proper value. The right to take private property for public use is called the right of "eminent domain," and the process by which it is done is called "condemnation." If a street is to be opened and a house stands in the way, the city will buy the property, remove the house, and open the street.

Exempt Property. All properties belonging to the city, the State, or the Nation, or to private corporations of a religious, charitable, or educational nature, are exempt from taxation. There is a surprisingly large total of such property in the city, amounting to over two billion dollars' worth.

(B) OTHER SOURCES OF INCOME

In addition to the sums raised by city and State taxes the city has income from other sources. One of the most important of these is the amount derived from water rates. The city has spent almost as much for its water supply as it cost to dig the Panama Canal; but when one compares the resulting splendid supply of clear, pure water with the peculiar liquid the citizens of many other municipalities are forced to drink, and when one considers the low death rate from typhoid, it is agreed that it is worth the price. But equally it is agreed that it must be paid for, so all users are expected to pay either by having meters put in to measure the exact amount, at "meter rates," or by having an approximate estimate made according to the size of the building, at "frontage rates." The latest published estimate shows approximately $19,000,000 from this source in 1918. From this, year by year, must come the upkeep of the system and help towards paying off the debt incurred in building the dams, reservoirs, aqueducts, etc. Docks, ferries, and subways from their rentals and leases bring in a substantial sum each year, which is also applied to their upkeep and cost of construction. Under "Miscellaneous" the Comptroller's report on this subject groups rentals, permits, licenses, privileges, tolls, franchises, fees, fines, penalties, interest, sales (real estate, articles from the city departments, old material and equipment), and trust funds. The total from these sources in 1919 was nearly $44,000,000.

(C) BORROWING

One of the most difficult questions of financial policy which either an individual or a city has to face is that of borrowing. Former Comptroller Metz found in 1909 that fifty-year corporate stock was being issued for current expenses, such as hose for the Fire Department, feed-bags for horses, and tin cans for the Street Cleaning Department—things that would wear out in a little time, though the city would go on paying interest on the debt incurred to buy them for another generation. Such temporary things should, without question, be paid for by current taxation. Many other things have been paid for by long-time borrowing, such as street paving, which entailed great expense upon the city, as the paving wore out long before the debt was due, thus piling up interest on things replaced sometimes four or five times over. If a street is paved five times, at a cost of $100,000 each time, at ten-year intervals, on fifty-year corporate stock, we and our children and our children's children will be redeeming bonds, the last one of which will fall due ninety years from now, and the interest alone upon the paving debt will amount to one million dollars, the actual cost having been only half a million.

Pay-as-You-Go Policy. As early as 1846 the State advised the municipalities to set a limit to their borrowings, and in 1872 an unsuccessful attempt was made to set a constitutional limit. Extravagance and dishonesty finally forced a constitutional amendment in 1885, by a unanimous vote of the people, which provided that no city of over 100,000 can borrow over ten per cent of the assessed valuation of its taxable real estate, excluding Revenue bonds, which are to be paid from the tax collections, bonds for constructing a water supply, and others for revenue-producing improvements that the Legislature may exempt from time to time. By 1909 there was complete confusion concerning what was the city's "constitutional debt," and therefore what was its "margin" for further borrowing.

The confusion in 1909 was due partly to the real complexity of the subject (which is not quite so simple when worked out with the finances of a real city as our little example would seem to indicate), partly to a poor accounting system in the city departments, and partly to deliberate efforts by some of the previous administrations to camouflage the current expenses for the purpose of making the taxpayer's burden seem light, on the principle that "the lighter the taxpayer's burden, the more votes for the administration." This camouflage could be effected only by long-time borrowing, which would not show in the budget as then made out, putting thereby a treble burden upon the next generation. We today, unfortunately, are that next generation, with a gross funded debt of over a billion dollars!

The whole question was thrown into the courts, since honest and reputable people differed in their opinions of the margin, their estimates ranging from $3,000,000 to $300,000,000.

Nevertheless we were still facing financial difficulties when the war broke out in 1914, and demands were made upon us

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which brought about the formulation of the pay-as-you-go policy. This was put into legal form by an act of the Legislature which laid down the principle that revenue-producing improvements—for water, docks, subways, etc.—might be paid for out of long-time bonds, fifty-year corporate stock, but that non-revenue-producing improvements must be paid for out of the tax levy. This was to take four years to go into full effect, each year a larger proportion being raised by taxation, till by 1918 all non-producing improvements (schoolhouses, paving, sewers, etc.) would be paid out of the current taxes.

Our entrance into the war made such demands on our finances that this act seemed to the present administration to work a hardship, so a bill was introduced into the Legislature repealing the act to the extent of $15,000,000 annually for non-revenue-producing activities "for the duration of the war and one year after," substituting what is thought to be the correct pay-as-you-go principle. This new act makes the life of the bond depend, not upon whether it is for a revenue or a non-revenue-producing improvement, but upon the life of the improvement. If it is a viaduct which will last forty years, the bonds issued will run forty years; if it is for a paving which will last ten years, the bonds must be redeemed in ten years.

Debt Limit. The exemptions from the debt limit which exist at the present time consist of county bonds issued prior to 1898, Sinking Fund holdings for redemption of the funded debt, and bonds for water, docks, and rapid transit. If the improvements are not self-sustaining, they cannot be exempted. Some of our dock bonds do not meet this requirement. The Chelsea piers do not meet the expense to the city of carrying the investment, so the Comptroller feels that those who wish the city to go further into debt to build more piers should back up their request with agreements to lease them at a rate which will make them pay for themselves, and then the city will feel more like borrowing the necessary money to build them.

The city's debt-incurring power as of July 1, 1918 (ten per cent of the assessed valuation of the real estate) was $833,964,285.10; the gross funded debt was $1,483,518,282.02; the total sum included in the constitutional funded debt was $809,425,384.84.

This gross funded debt, with its correspondingly large burden of interest and amortization charges, should cause every citizen to resolve firmly not to be a party to waste or extravagance in city matters, and, moreover, it should deter him from making unreasonable demands upon a municipality which is still paying, and will for many years to come continue to pay, for lack of wisdom (to use no stronger term) in the past.

Method of Borrowing. Many questions may arise in the minds of those who in private life have little occasion to borrow money: "How does the city obtain such big sums, and from whom? How does it pay them back?"

Our borrowing is for two purposes: to acquire sites and construct improvements, usually done by long-time bonds; and to meet current expenses not covered by cash from taxes, etc., by short-time bonds. The largest sums of money obtained by the city are through the issue of corporate stock. Just as during the war the United States borrowed money on its credit through the Liberty Loan Bonds, which will be redeemed in the future, and in the meantime will pay interest to those who hold them, so the city, wishing to make some expensive improvement, issues bonds which it calls corporate stock, which will be redeemed in the future, usually fifty years, and will in the meantime pay interest.

There is always a period after the making of the budget before the taxes come in when there is need of ready money, and revenue bonds are issued which are supposed to be redeemed the year issued, out of the money which comes from the taxes. If a need arises not included in the budgetary expenses at all, an emergency, it may be paid for by the issue of special revenue bonds, the amount of which will be included in the budget of the following year. Snow removal is always paid for in this way, because no one ever knows what it will cost, so no estimate can be made of it; the item is inserted in the budget with an appropriation of $100 merely to open an account, and when a heavy snow falls it is an "emergency." In the winter of 1918–9 the small amount allowed was not touched, while in 1914 snow removal cost over $2,000,000.

In addition to these, tax notes and assessment notes are issued—short-time notes to be redeemed from the proceeds of the taxes and from special assessments.

Method of Reducing the Debt. A sinking fund is a sum of money set aside each year from the income of the city to pay the interest on the bonds and the principal when it shall fall due. With such a large debt as ours this means a very large sum of money which we must accumulate year by year. Shall this accumulation lie idle till the time comes to pay it out, or shall it be invested in such a way that it will be on hand when needed to redeem the bonds, but in the meantime be drawing interest for the city? The city has decided that it shall be invested, and it is used to buy city bonds. The interest earned helps to increase the fund, and thus lowers the tax rate. Where there is a surplus in the fund it is transferred to the "general fund for reducing taxation."

The City's Credit. The city of New York has never defaulted payment on its interest, has never failed to redeem a bond when due, has never repudiated a debt. It not only owns nearly two billion dollars' worth of real estate itself, but its citizens own over eight billion dollars' worth of real estate and many millions more of personal property which the city may tax for the payment of its obligations. Therefore its bonds are a perfectly safe investment, and no one who buys them need fear the loss of his money.

III. Care of the City's Money

How is all this money taken in from taxes, water rates, etc., and received through bond sales, cared for? How do we know that it is safe? The care of the cash is the business of the Chamberlain, who is the city and county treasurer, under bond of $300,000 for himself and his subordinates. All moneys collected are turned over to him, the collecting officers also making daily, weekly, and monthly reports to the Department of Finance. No moneys whatever are paid out by the Chamberlain, for any reason whatever, except on properly certified warrants; the law is ironclad on this point.

IV. Payments

The legal form of demand for city money is a warrant. This warrant may be based on either a payment voucher for supplies or a pay-roll voucher for personal service.

Payment Vouchers. "A voucher is a document, officially approved, setting forth an amount due by the city and the funds out of which it is payable, having attached to it the invoice or other evidence to support its claim." The goods invoiced are examined by the department buying them and re-examined by the inspector from the Bureau of Audits.

Pay-Roll Vouchers. In the case of pay-rolls, the same effort is made to insure complete accuracy. The process, which seems very complicated to the outsider, shows so completely and exactly who does the work, his exact "line" in the budget "wage and salary schedule," the amount due him, and the fund from which it is payable, that the old abuses which resulted in such scandalous padding of the pay-rolls, waste of unexpended balances, and political jobbery are now impossible. Warrants are drawn in favor of the City Paymaster for the total amount of the pay-rolls, and he gives the money or sends the checks to the persons to whom they are due.

On the topmost pinnacle of the great Municipal Building in Manhattan stands a figure representing "Civic Pride." Standing in the tower at her feet, one can see the city stretching out as far as the eye can reach. On every side the great buildings and the network of streets, the beautiful bridges and upreaching towers, form a colossal monument to the skill and service of the citizens of this imperial city. This inspiring picture makes one realize as never before that "the good men do" lives after them, it is not "interred with their bones." It makes one feel the necessity for preserving the honor and credit of this city, and it makes one wish that all girls and boys would feel impelled to take and to keep such an oath as that of the Athenian youth upon reaching manhood, to love and serve their city and to make it better for their having lived in it.

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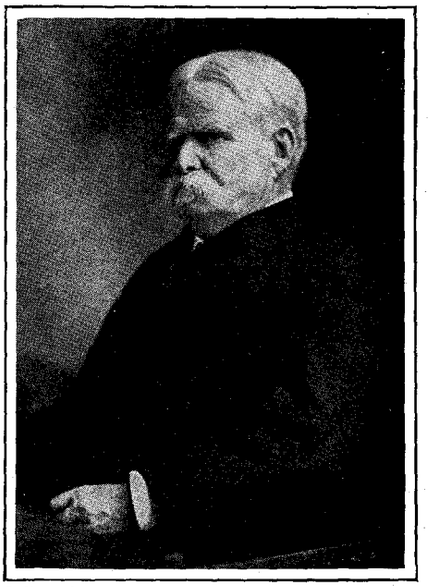
THE BOOK TABLE: DEVOTED TO BOOKS AND THEIR MAKERS

MARSE HENRY[1]

SOME autobiographies are valuable contributions to history; such are those of Dr. Trudeau and Dr. Grenfell. Some are interesting self-revelations of famous historic characters; such is the "Education of Henry Adams." Some are entertaining narratives of incidents, introducing to the reader interesting and notable personalities, and incidentally throwing some light on those hidden forces which contribute so largely to the making of history. To this class belongs "Marse Henry." Born in 1840, and still living, Mr. Watterson has passed through three American wars and through three periods of intense political excitement and an almost revolutionary National development. He writes with a free pen a gossipy, anecdotal narrative of personal experience, and enables the reader to live through the period through which he himself lived and to see the events and personalities of that period as he saw them.

All men are made up of contradictions; the larger the man and the greater his influence, the more real and ordinarily the more apparent are those contradictions. Henry Watterson is a journalist, not a philosopher; but political philosophy has for him a great attraction. He is a man of high ideals. "I truly believe," he says, "that next after business integrity in newspaper management comes disinterestedness in the public service, and next after disinterestedness come moderation and intelligence, cleanliness and good feeling in dealing with affairs and its readers;" but no man would accuse Henry Watterson of being an idealist. He is a born fighter; but his estimate of his political foes is catholic and generally generous. He is a man of strong convictions; but in the great crises of his life he has been largely governed by feeling and by circumstance. As a journalist he has been rather a narrator than an interpreter of events, and has interpreted them by their relation to immediate issues, not to great world movements. He says of himself: "I have been all my life a Constitutional Nationalist; first the Nation and then the State," and, though brought up in a Southern community, he tells us that he "cannot recall the time when he was not passionately opposed to slavery." But when the Civil War broke out and he found neutrality impossible, "casting opinions to the winds, in I went, on feeling." Circumstance, he says on another page, rather than conviction or predilection, threw him into the Confederate service. We might think that this is only one of those incidents which illustrate the truth that destiny is often too strong even for strong men. Yet when the war had been "fought out to its bitter and logical conclusion at Appomattox," although he recognized the fact that "it found us a huddle of petty sovereignties, held together by a rope of sand, it made and it left us a Nation," he is still able to write that this "long, bloody, and costly War of Sections—a fraternal war if ever there was one—[was] brought on by alternating intolerance, the politicians of both sides gambling upon the credulity and ignorance of the people." It was "a fight over a quiddity."

Born in a political camp, and growing to manhood on a political battlefield, he was always intensely interested in political issues, with the interest not of a curious observer but with that of an active participant. Politically he was always a Democrat, and probably would still call himself a Jeffersonian Democrat, although he declares that the democracy of Jefferson is dead. But certainly he was not imbued with the Jeffersonian temperament. He had not Jefferson's faith in the people. He says: "Let us agree at once that all government is more or less a failure; society as fraudulent as the satirists describe it." "We in America prefer republicanism. But would despotism be so demurrable under a wise, unselfish despot?" "The 'people' is a fetish. It was the people, misled, who precipitated the South into the madness of secession and the ruin



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HENRY WATTERSON

of a hopelessly unequal war of sections. It was the people, backing if not compelling the Kaiser, who committed hari-kari for themselves and their empire in Germany. It is the people leaderless who are making havoc in Russia." Circumstance brought him up in a Democratic camp; feeling has kept him there. But we find no indication in these volumes of any such passion for a true democracy as animated the founders of the Republic in 1776 or the saviors of the Republic in 1861.

Yet without that passion and without that philosophical conviction which such a passion always either creates or discovers, he was always allied with the Democratic party, but too independent to be, in the common sense of that term, a Democratic politician. He fought bravely against both greenbackism and free silver. He has no use for that phase of democracy which may be defined as a half-converted and wholly inconsistent Socialism. None of his political opponents are more sharply criticised than the two most popular leaders of the Democratic party since Cleveland's time. "Mr. Bryan," he says, "was a young man of notable gifts of speech and boundless self-assertion. When he found himself well in the saddle he began to rule despotically and to ride furiously. A party leader more short-sighted could hardly be imagined. None of his judgments came true." Nor is his opinion of Mr. Wilson more favorable. Woodrow Wilson he characterizes as a "clever speaker and writer. Yet the usual trend and phase of his observations seem to be those of a special pleader rather than those of a statesman. . . . In all that he does we can descry the schoolmaster who arrived at the front rather late in life. One needs only to go over the record and mark how often he has reversed himself to detect a certain mental and temperamental instability clearly indicating a lack of fixed or resolute intellectual purpose. This is characteristic of an excess in education; of the half-baked mind overtrained."

This independence of judgment coupled with his party loyalty makes Mr. Watterson's portraits of his contemporaries and his account of some of the incidents in the political history of the United States interesting as well as valuable. His account of the so-called Liberal, but really Democratic, Convention which nominated Horace Greeley in 1872 furnishes a humorous but significant illustration both of the power of the press and of the limitations of that power. Four influential editors, Mr. Watterson being one, constituted themselves a committee which went by the name of the Quadrilateral. Their favorite candidate was Charles Francis Adams, of Massachusetts; Lyman Trumbull, of Illinois, was a second choice. Judge David Davis, of the Supreme Court, they regarded as their most dangerous competitor. Horace Greeley, whose personal representative in the Convention was Whitelaw Reid, they all agreed had no chance of a nomination, and they therefore invited Reid to join them, as he did in all the conferences of the Committee until the end. They met after supper "to smoke the pipe of fraternity and reform and to save the country," which they proposed to do by killing off David Davis.

> We addressed ourselves to the task with earnest purpose, but characteristically. The power of the press must be invoked. It was our chief if not our only weapon. Seated at the same table, each of us indited a leading editorial for his paper, to be wired to its destination and printed next morning, striking D. Davis at a prearranged and varying angle. Copies of these were made for Halstead, who, having with the rest of us read and compared the different scrolls, indited one of his own in general commentation and review for Cincinnati consumption. In next day's Commercial, blazing under vivid headlines, these leading editorials, dated "Chicago" and "New York," "Springfield, Mass.," and "Louisville, Ky.," appeared with the explaining line "The Tribune of to-morrow morning will say . . ." "The Courier-Journal—and the Republican—will say to-morrow morning . . ." Wondrous consensus of public opinion! The Davis boom went down before it. The Davis boomers were paralyzed. The earth seemed to have risen and hit them midships. The incoming delegates were arrested and forewarned. Six months of adroit scheming was set at naught, and little more was heard of "D. Davis."

Such is the power of the press; and yet it came to naught, for when the Convention acted, the popularity of Horace Greeley and the unpopularity of Charles Francis Adams proved to be too much for the Quadrilateral, and Horace Greeley was nominated.

Mr. Watterson gives an equally interesting account of the negotiations which followed the Hayes-Tilden campaign. In this account he seems to us to allow his Demo-

[1] Marse Henry: An Autobiography. By Henry Watterson. 2 vols. Illustrated. The George H. Doran Company, New York.

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cratic prepossessions somewhat to blind his judgment. We think it is unquestionable that corrupt methods were employed in that campaign by the managers of both sides with an unparalleled audacity; that whoever had been finally seated would have held a clouded title to the Presidential chair, though no cloud would or could have rested personally upon either of the candidates. Mr. Watterson's record brings out with considerable clearness the corrupt spirit of some of the Republican negotiators, but endeavors to cover the corruption on the other side with the white mantle of Mr. Tilden's incorruptible character and unblemished reputation.

The qualities which we have seen in Mr. Watterson as he incidentally portrays the operations of his own mind appear to us equally apparent in his religious faith. Circumstances conspired to equip him with the broad and liberal faith which he seems to have possessed. "I was born," he says, "in the Presbyterian Church, baptized in the Roman Catholic Church, educated in the Church of England in America, and married into the Church of the Disciples." He had unquestioning faith in historic Christianity. "I never had," he says, "the young man's period of disbelief." Apparently he never was brought into circumstances in which he had to confront the questioning spirit of the age. He tells us how he took with him to London on one occasion—the date he does not give—a letter of introduction to a Mr. Thomas H. Huxley, School of Mines, Jermyn Street. Presenting his letter, he and his wife were invited at once to dinner. He did not know who Mr. Thomas H. Huxley might be and there was no one to tell him. "It was a good dinner. There sat at table a gentleman by the name of Tyndall and another by the name of Mill—of neither I had ever heard—but there was still another of the name of Spencer, whom I fancied must be a literary man, for I recalled having reviewed a clever book on education some four years agone by a writer of that name; a certain Herbert Spencer, whom I rightly judged might be he." It is difficult for one brought up in a New England atmosphere of books and familiar from his college graduation with the philosophy of evolution and the problems which it presented to the orthodox Christianity to understand how a journalist, familiar, one would suppose, with current discussions and with the evolution movement, could possibly dine with Huxley, Mill, Tyndall, and Spencer, and not count the event one of the great opportunities of his life.

Though Mr. Watterson subsequently "read a great deal in modern inquiry," he still finds "in the Sermon on the Mount leaven enough for my ethical guidance, in the life and death of the Man of Galilee inspiration enough to fulfill my heart's desire." He believes that "between Buddha, teaching the blessing of eternal sleep, and Christ, teaching the blessing of eternal life, mankind has been long divided, but slowly, surely, the influence of the Christ has overtaken that of the Buddha until that portion of the world which has advanced most by process of evolution from the primal state of man now worships at the shrine of Christ and him risen from the dead, not at the sign of Buddha and total oblivion." In this connection Mr. Watterson's advice to the pulpit of to-day, simple as it is, is worth quoting:

> The pulpit remains therefore still the moral hope of the universe and the spiritual light of mankind. It must be non-partisan. It must be non-professional. It must be manly and independent. But it must also be worldly-wise, not artificial—sympathetic, broad-minded, and many-sided, equally ready to smite wrong in high places and to kneel by the bedside of the lowly and the poor.

This interesting and illuminating autobiography reveals some contradictions in the character of its author which are puzzling to a son of Puritan ancestry reared under Puritan training; but the frankness, courage, chivalry, and impulsive ardor of Marse Henry inspire an almost personal affection for him as he appears in this unconsciously self-revealing story of his life.

LYMAN ABBOTT.

THE NEW BOOKS

FICTION

Peter Kindred. By Robert Nathan. Duffield & Co., New York.

If the name H. G. Wells were embossed on the cover of "Peter Kindred" instead of the name Robert Nathan, this book might arouse considerable discussion. It is a novel after a pattern not unlike that which characterized the earlier romantic tales of Mr. Wells, and, although it is not a Wells book, nor even an imitation of a Wells book, it is one which the British novelist might easily have turned out in his pre-war romantic phase. "Peter Kindred" is the story of a young man with an abnormal point of view, whose friends and associates seem also fairly abnormal; he worries his way through Exeter and Harvard and love and marriage and earning a living, and all in all has a rather hard time making his own standards fit his every-day environment. The story is well thought out and well written, and, while it won't interest everybody, it will undoubtedly interest those to whom the rules of life as ordained by modern American society are actively open to doubt, to argument, and to opposition. Mr. Nathan has put a great deal into his work and has taken it seriously. That in itself is more than can be said for many writers of current fiction.

Place in the World (A). By John Hastings Turner. Charles Scribner's Sons, New York.

Mr. Turner's "Simple Souls" was amusing; this novel goes deeper. It is fine workmanship as to its writing, and in its essence it makes for sound-heartedness and human tolerance. That is the lesson a brilliant Russian woman, worldly and devoid of any sense of personal conscience, learns from a delightful old English vicar who laughs at the priggishness and pharisaism at which she rages.

Robin Linnet. By E. F. Benson. The George H. Doran Company, New York.

Not Mr. Benson's best work in fiction. There is a sketch of young college boys' life, lively but a little excessive in language, a tawdry picture of aristocratic luxury, a near-elopement between a German tenor and an Englishwoman (Robin's mother) who is too fine a nature to have such baseness imputed to her; and a more or less mechanical war plot—the whole thrown together rather than thought out.

Wyndham's Pal. By Harold Bindloss. The Frederick A. Stokes Company, New York.

A romance of adventure in the Caribbean where Wyndham finds a long-lost uncle who has reverted to Negro voodooism and rules his swamp-hidden followers by poison and magic. The setting is mysterious and Wyndham and his "pal" are contrasted figures—the first scheming and tricky, the other honorable and straight.

HISTORY AND POLITICAL ECONOMY

Common Sense in Labor Management. By Neil M. Clark. Harper & Brothers, New York.

Look Up. Sunshine Treatment for Shadowed Lives. By Randolph Lewis. The James A. McCann Company, New York.

Moral Basis of Democracy (The). By Arthur Twining Hadley. The Yale University Press, New Haven.

New Social Order (The): Principles and Programs. By Harry F. Ward. The Macmillan Company, New York.

War With Mexico (The). By Justin H. Smith. 2 vols. Maps. The Macmillan Company, New York.

SCIENCE

Shell-Shock and Other Neuropsychiatric Problems. From the War Literature, 1914–1918. By E. E. Southard, M.D., Sc.D. Bibliography by Norman Fenton, S.B., A.M. Introduction by Charles K. Mills, M.D., LL.D. W. M. Leonard, Boston.

It has been said that "shell-shock won the war"—because the American soldiers selected for service were of such sound constitution that they didn't get shell-shocked. This elaborate study of the subject of shell-shock will prove of great interest to the psychiatrist, not only in investigating war conditions, but in applying to peace times the lessons learned. Primarily of value to physicians and army surgeons, the book is interesting even to the layman in its dramatic accounts of the soldiers who were victims of shell-shock. There is good material here for the novel-writer who wishes to visualize for his readers the grim realities of the Great War.

RELIGION AND PHILOSOPHY

From Theosophy to Christian Faith. A Comparison of Theosophy with Christianity. By E. R. McNeile. Preface by Rt. Rev. Charles Gore, D.D. Longmans, Green & Co., London.

Inspiration for Daily Living. Selections from the Writings of Lyman Abbott, D.D. Selected and Arranged by O. E. P. S. The Pilgrim Press, Boston.

This volume of 352 pages is composed of extracts from the sermons and writings of Lyman Abbott. They are arranged according to topics, culminating with immortality. The spirit of the selections is indicated by the motto on the title-page: "Inspiration is not an episode; it is a universal experience." Its purpose is well indicated by a sentence in a letter from Dr. Thomas Jesse Jones, of the Phelps Stokes Fund, to Miss Stokes, the editor of the volume: "I have long desired 'daily readings' that interpret religion in terms of modern needs." The book has two excellent indexes—one of the topics treated, the other showing the book or sermon from which each selection is taken—and is a beautiful specimen of book-making.

Message of the Lord's Prayer (The). By Fannie Casseday Duncan. The Judson Press, Philadelphia.

A good book for devotional reading. Simple, sincere, an expression of spiritual truth. And that means, not emotionalism on the one hand nor intellectualism on the other, but a truth of spiritual experience so expressed as to awaken a responsive spiritual experience in the reader.

WAR BOOKS

American Army in the European Conflict (The). By Colonel de Chambrun and Captain de Marenches. Maps. The Macmillan Company, New York.

Germany in Defeat. A Strategic History of the War. Fourth Phase. By Count Charles de Souza. Maps and Plans. E. P. Dutton & Co., New York.

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THIS WEEK'S OUTLOOK

A WEEKLY OUTLINE STUDY OF CURRENT HISTORY

BY J. MADISON GATHANY

SCARBOROUGH SCHOOL, SCARBOROUGH-ON-HUDSON, N. Y.

That War with Japan

DO you want war with Japan? What are your reasons?

In your opinion, is Japan a friendly and an upright nation? Upon what is your opinion based?

What, according to The Outlook, is Japan's problem and what is the relation of China to this problem? What do you think Japan's aims in China are?

Are there any opinions expressed in this editorial with which you seriously disagree? Tell why or why not.

Describe and explain the Japanese Government at the present time. Is it autocratic, democratic, militaristic, or what?

What are some of the fundamental principles that should guide a government and the nationals of that government in determining their attitude toward another government and its nationals?

For what reasons should every one exercise great care in what he says about foreign countries?

What is the meaning of: *Propaganda, alarmists, Japanese Diet, militaristic reaction?*

You will find "Modern Japan," by A. S. & S. W. Hershey (Bobbs-Merrill Co.), an intensely interesting and valuable book.

Leonard Wood and the Presidency

Explain how Presidential candidates are found and groomed.

How are nominations for the Presidency determined? Is the process democratic? Would you change it in any respects?

What is the basic theory of government for which Washington, Hamilton, and John Marshall stood? The one for which Jefferson, Calhoun, and Cleveland stood? Are these theories now merely a matter of history?

What, in your opinion, are the most important Presidential campaigns in our history? What reasons have you for selecting the campaigns you do?

Has Mr. Abbott given the correct reason why Cleveland was elected President of the United States?

Mr. Abbott says that "there is no great philosophical issue of government to-day upon which the Democrats and the Republicans sharply diverge, unless it be the League of Nations." Do you accept his belief?

What do you think of Mr. Abbott's interpretation of the present political situation in our Federal Government?

Is General Wood a great American?

Who is your candidate for the Presidency? What points would you use in attempting to convince an audience that your choice is a good one?

Can you define correctly the following terms? *Politician, party "war horses," federalism, bimetalism, G. O. P., categorically, functionaries, propulsive, paraphrase, aphorism, knight errant, emaciate, askance, nondescript, reveille.*

Have you read that very much worthwhile book entitled "Leonard Wood, Conservator of Americanism," by Eric Fisher Wood (Doran)? "Leonard Wood: Administrator, Soldier, and Citizen," by W. H. Hobbs, is a volume just published by G. P. Putnam's Sons, New York.

Important News from Washington: The League of Nations

State in your own words and illustrate the decision of the Supreme Court on the income tax law. Is the decision a good one? Why do you think so?

It seems that the Supreme Court is making its decisions more and more by narrow margins. What, in your opinion, does this signify? Is it a very serious matter?

What, according to his letter to Senator Hitchcock, does President Wilson's political philosophy seem to be? Do you agree with it? What is his political method in handling the question of the League of Nations? Do you like his philosophy better than his method?

What is the present status of the League of Nations? Are there any practicable and far-reaching functions that the League can perform? If so, show how they may be practicable as well as far-reaching.

What do you think of the Senate's record in attempting to ratify the Treaty? Who is responsible for the long-drawn-out battle?

Would you consider it fortunate to have the question of the ratification of the Treaty injected into the Presidential campaign?

Define: *Dividends, equitable, public opinion, ratification, collating, codification.*

Have you read "What Wilson Did at Paris," by R. S. Baker (Doubleday, Page & Co.)?

The Liquor Question

Why so much fuss about the Eighteenth Amendment?

Look up in your American history the slavery question of 1860. Is The Outlook right in believing that the discussion about prohibition is taking on some aspects of that question?

Is it worth while to have intoxicating liquors about in order to test character?

What is meant by police power? Should the United States Government exercise as much police power as it does?

Discuss whether it would be worth while for the United States to enter upon a fair and honest trial of National prohibition.

Are most of the people of your acquaintance for or against the enforcement of the Eighteenth Amendment? Do you hope that the Supreme Court will decide that this Amendment is valid? Reasons?

If you were a member of the Supreme Court, would you allow public sentiment or the opinions of your personal friends to affect your own opinion of the questions the Court might be considering?

Define accurately: *Validity, confiscation, due process of law, heroics, status quo ante, limbo, noxious drugs, sporadic.*

You will find a very sensible and thoroughgoing discussion of the liquor question in "Why Prohibition?" by C. Stelzle (Doran).

[1] These questions and comments are designed not only for the use of current events classes and clubs, debating societies, teachers of history and English, and the like, but also for discussion in the home and for suggestions to any reader who desires to study current affairs as well as to read about them. —THE EDITORS.

Antiseptic and Germ-proof

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With this object use New-Skin promptly when the accident occurs.

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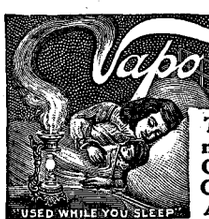

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The Inhalation Treatment for Whooping-Cough, Spasmodic Croup, Colds, Catarrh, Asthma, Influenza, Coughs, Bronchitis.

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Simple, safe and effective, avoiding internal drugs.

Vaporized Cresolene relieves the paroxysms of Whooping-Cough and Spasmodic Croup at once; it nips the common cold before it has a chance of developing into something worse, and experience shows that a *neglected cold is a dangerous cold.*

Mrs. Ballington Booth says: "No family, where there are young children, should be without this lamp."

The air carrying the antiseptic vapor, inhaled with every breath, makes breathing easy and relieves the congestion, assuring restful nights.

It is called a *boon* by Asthma sufferers.

Cresolene relieves the bronchial complications of Scarlet Fever and Measles, and is a valuable aid in the treatment of Diphtheria.

It is a protection to those exposed.

Cresolene's best recommendation is its 40 years of successful use.

Sold by Druggists. Send for descriptive booklet 31.

Try Cresolene Antiseptic Throat Tablets for the irritated Throat, composed of slippery elm bark, licorice, sugar and Cresolene. They can't harm you. Of your druggist or from us, 10c in stamps.

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or Leeming-Miles Building, Montreal, Canada

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THINGS · THAT · ENDURE

The works of men that endure are all alike vitalized by the same spark. That spark is the striving for an ideal perfection that forgets immediate profit.

When the Apperson Brothers built with their own hands the first mechanically successful automobile, their goal was achievement of an ideal perfection.

And as Apperson has grown, this spirit has never changed. It has kept the Appersons breaking trail for more than a quarter of a century. It has endowed every Apperson car with enduring worth.

Appersons stay at their best a long, long time. Owners of old Apperson Sixes and Fours still drive them today, finding it difficult to believe that the Apperson Eight can be an improvement.

Yet the Apperson Eight is a big advance. It has eighty less parts. Astonishing acceleration—from 1 to 40 miles an hour in 40 seconds. This shows the motor's flexibility and tremendous power. And the car is so perfectly balanced that the brake curbs the speed from 40 miles an hour to a dead stop in 4 seconds—40 yards.

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And Apperson excellence endures. DRIVE an Apperson First—Then Decide.

APPERSON BROS. AUTOMOBILE COMPANY, *Kokomo, Indiana*

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Imagine Your Car Freshly Painted!

Rather different from its present forlorn, down-at-the-heel appearance? Yet the car is probably as good as it ever was. All it needs is a new dress. Don't stop at imagining! Paint it!

Do the work yourself in a few hours for a couple of dollars with

Murphy Da-cote Motor Car Enamel

The old boat will look like a new car in a glass case! And not so far out of the way at that. This wonderful enamel protects and beautifies like a coating of tough, glass crystal.

Repeated washings will not dim its lustre. It will wear as well as the original factory finish. Dries overnight. Easy to put on. No sags or wrinkles or brush marks. Made by the makers of the famous Murphy Automobile Varnishes. Most fine cars are finished at the factory with Murphy materials.

Da-cote is furnished in black, white and ten beautiful colors. For sale by dealers everywhere.

Murphy Varnish Company

NEWARK CHICAGO

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THE "FAVORITE SON GAME" AND THE MIDDLE WEST

A LETTER FROM MINNESOTA

Not having been so harassed and embarrassed and annoyed by the Democratic Administration as its Eastern neighbors, the Middle West is not nearly so much out of patience with the Democrats as the East appears to be.

Minnesota is naturally Republican by eighty thousand votes, but its people are of such an independent and insurgent disposition that they often refuse to be guided by their party leaders.

Since 1896 the voters of this Republican State have chosen three different Democratic Governors, to wit: John Lind, John A. Johnson, and W. S. Hammond.

In 1912 it gave Roosevelt a plurality over Wilson of twenty-one thousand and over Taft of sixty-one thousand, although in 1908 it had given Taft a plurality over Bryan of eighty-seven thousand. Our experience here teaches us that unless things political are done in a very straightforward way and without any appearance of sharp practice or trickery, and unless the candidates are of such a type that they make a personal appeal to the voters, they are in great danger of defeat at the polls; and I cannot say that the people of Wisconsin, the Dakotas, Iowa, and Illinois are at all different from Minnesotans in their political habits.

Now what is being done in National politics which may affect these independent voters of the Middle West?

It appears to the people here that the "favorite son game," which includes the candidacies of Governors all the way from Massachusetts to Illinois, and those of Senators from Ohio to California, not to mention the pushing of Pershing and the hooting for Hoover, is a scheme to sidetrack General Wood, who, it is safe to say, is now the choice of three-fourths of the Republicans of the States of the Middle West.

To the people here it appears that for some unknown, or at least undivulged, reason, the Eastern politicians have concluded that Wood won't do, and that he must be beaten for the nomination; that any one can be elected upon the Republican ticket for 1920, and that the attitude of the people of the "provinces" will have no bearing upon the campaign, and that therefore their preferences and prejudices need not be considered.

The real Republicans of this section are praying that the Easterners may have their senses restored before the Democrats adroitly take advantage of their error and start a bunco campaign, which may appeal to the weaknesses of human nature or to its prejudices, as was successfully done in 1916.

If any political party is anxious to accelerate the agrarian movement, which in the West threatens to engulf the old parties and to establish a new political and economic system patterned along Socialistic lines, it will urge Herbert Hoover for President.

His connection with the Food Administration, which fixed the price of grains, has, whether justly or not I will not here discuss, made him extremely unpopular with the farmers of this section, and they not only hold the balance of political power but know it.

* * *

St. Paul, Minnesota.

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THE FRANKLIN SEDAN

TAKE a ride in a Franklin Car, and its comfort will impress you as something just as positive and definite as its owners' average figures of economy and dependability.

20 miles to the gallon of gasoline
12,500 miles to the set of tires
50% slower yearly depreciation

Neither the Franklin owner nor the tires he rides on suffer the jolt and jar which rough roads ordinarily produce. Shock is absorbed, rather than transmitted, by Franklin light weight and flexibility. This gives driving confidence, a sure feeling of control, with no fear of skidding or pounding.

As a result, the Franklin Car can maintain a rapid pace more steadily and can cover more ground in a day than any other car. Also, the tires average only three punctures to the set, with no blowouts in their entire life—12,500 miles. Actual owners' records are the proof of this.

The Franklin naturally outstrips all other fine cars in gasoline economy and in freedom from commonly expected troubles. It is light, flexible, and rolls easily without rack or strain. That means slower depreciation and a higher resale value.

The Franklin also has the advantage of complete freedom from temperature annoyances. Being direct air cooled and having no water to boil or freeze, it does not overheat in summer, nor require extra attention in winter.

Those who are familiar with the Franklin Car regard its riding comfort as a trustworthy index to its entire performance.

FRANKLIN AUTOMOBILE COMPANY, SYRACUSE, N. Y.

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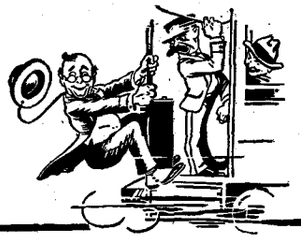

Are we grown-ups still hooking a ride?

We live high in America. Still, not everyone can afford to come down to work in his limousine—yet.

Most of us depend on the street cars. But we're not inclined to enthuse over the service they render.

We don't often consider that without the street railway system the city life of today would be an impossibility.

How else could we travel, quickly and cheaply, several miles several times a day? Communities would shrink and property values fall.

Ask the real estate man how much less your house would be worth if you had to walk even ten blocks for a street car. Or study the curve of increased valuations along the path of a new carline that links city with suburb and reaches out beyond into green fields to bring even the farmer within this great civic family.

How eloquent of the get-together instinct in us mortals.

What is it worth to us, this utility that has directed the very growth of community life? Surely the value is something more than the five or ten cent piece we flip into the coin-box. It is a question of our whole well-being in a modern environment.

As a people we are very fair in our collective dealings when we once have facts to guide our judgment.

It looks now as if the street railways by and large are underfed, as if for years they have been living on hope while slowly starving—and not saying much about it.

It may be that our car riding for the past while has not been fully paid for.

If this is true—we all ought to help fix it—not necessarily because the street railway says so, but because in our living we need the service the street car gives.

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No. 9. *Each year you call for more—more telephones and other means of communication, more electric lamps and motors and vacuum cleaners. To help keep you supplied all the vast organization of the Western Electric Company is busily employed.*

A LITTLE-KNOWN REPUBLIC

BY MARY L. LOORAM

The little nations born or reborn of the great war make us wonder if they will endure, or whether they will share the fate of a republic within our own republic, which sprang into existence during the Civil War and lasted only till the termination of that war.

The County of Jones, in Mississippi, seceded from the State of Mississippi when that State joined the Confederacy in the latter part of 1862. The Republic of Jones, as it was called, maintained its existence as a free and independent nation from 1862 to 1865. It had a president, a cabinet, two houses of Congress, and an army. Being an inland republic, it had no need of a navy. Just why Jones cut loose from the mother State is not known, but it is believed that it did not approve of Mississippi seceding from the Union.

After the Congress of the Republic of Jones was organized, some of its members wanted the little nation to enter into an offensive and defensive alliance with the United States of America. But that project fell through, and the great majority of the people of the Northern States never even heard of the little Southern republic. Of course the independence of the Republic of Jones was never recognized by the Confederate States of America. Just as the North fought hard to bring the seceding States back into the Union, so Mississippi, very inconsistently, fought to keep the County of Jones in the State. In the efforts of Mississippi to put down the rebellion in Jones the State received aid from the rest of the Confederacy when the Confederate leaders found time, among their many other worries, to tend to the little "rebellion within a rebellion."

Jones was somewhat secluded, which helps to account for the fact that it was able to hold out for years against the State and the Confederacy. There was no newspaper in Jones in the Civil War days. Paper of all sorts was scarce—so scarce, in fact, that often when officials of the republic wanted to issue a proclamation they had to write copies on birch bark and pin them on trees.

Some few folks in the North heard vaguely of Jones, but in the stress of the Civil War they paid little attention to it. On August 1, 1864, the New York "Tribune" quoted the following from the New Orleans "Picayune" of July 17, 1864, under the heading "The Republic of Jones."

"The County of Jones, in the State of Mississippi, through which the Leaf River and the Tallahala run without bringing much fertility with them, is known for the poverty of its soil and the independence of its people. In our younger days it was called the 'Free State of Jones,' from the absence of any 'human chattels' or any other property restraints upon its people. They were wholly indifferent to the judgments of the courts, for they had no jail, except a hog pen without a lock to its door or a roof upon it, and as for pecuniary penalties, they defied them.

"We heard last year, indeed, that Jones had seceded from the Confederacy, and that they had quite a force guarding their territory against all incursion. We had supposed that by this time they had been reduced to terms, but learn that

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the republic still maintains its independence."

Nathan Knight was the only President the Republic of Jones ever had. Knight, who was known throughout Jones as "Nate," was a man of bravery and determination, and very popular. He was prominent in the affairs of Jones even before it seceded from the State.

Knight and his followers fought hard against the attempt to bring them back within the State, and it was not until after Lee surrendered and the Confederacy collapsed that the Republic of Jones was again incorporated in the State of Mississippi.

When the news of the fall of the Confederacy reached Jones, the people of that county had the good sense to realize that the cause of their little republic was hopeless. Knight gave up his office and advised his subordinates to resign. He went back to his farm, and the others also dispersed to their homes.

For years after the war the officers of the little republic had to keep quiet and secluded. There had been much bloodshed in the fighting between the county and State, and the relatives of men killed in the struggle sought vengeance on those who had been active in the affairs of the little republic.

Some of the people of Jones did not approve of the part the county had played in the great war. In 1865 they petitioned the Legislature to change the name of the county, so that it might be "so completely sunk out of sight that the hand of time might never resurrect it." They wanted the county renamed Davis, in honor of Jefferson Davis, who was a Missisippian. The State, however, was then in the hands of the reconstructionists, who detested the name of Davis. After a very brief existence as the County of Davis, the ex-republic went back to its old name, and to this day it remains the "County of Jones," the only one in the United States which was once a full-fledged republic. Ellisville, which is now the county seat, was the capital of the republic. It will be interesting to note how these other little republics and nations born of this greater war will turn out.

SLANG TO-DAY, IDIOM TO-MORROW

That the slang and idioms of to-day will be correct English to-morrow is the opinion of Professor H. Glicksman, of the English Department, University of Wisconsin.

"Our language is made up of what was once slang, idiom, colloquialism, and jargon," he said lately, and warned that the only deplorable feature about slang was its tendency to produce mental slovenliness.

Professor Glicksman then referred to the word "mob" as slang of two hundred years ago and as such denounced in the "Spectator" by Addison.

"It is an abbreviation of the word 'mobile.' Even so the word 'pep' is vital and virile and will survive with the word 'snappy.' But to gain recognition slang must be free from vulgarity and cheapness," said Professor Glicksman.

"The term 'How do you get that way?' is condemned because it is meaningless, but the term 'he has a pull' is approved as it is the opposite of 'push,' a word that has forged ahead through its own strength."

6,000 More People

Every Day Start Saving Teeth in This Way

All Statements Approved by High Dental Authorities

There is a new, scientific tooth paste used on millions of teeth today. You see them everywhere—glistening teeth, conspicuous for their beauty.

Leading dentists all over America are urging its daily use. Over 6,000 people daily, on the average, write us for a trial tube.

Soon or late all careful people are bound to join these users. But this is to urge you to learn at once what this new method means.

To End the Film

The purpose is to end the film—that viscous film which coats the teeth and causes most tooth troubles.

You can feel this film. It clings to teeth, enters crevices and stays. The ordinary tooth paste does not dissolve it. The tooth brush does not end it. So month after month it remains there, causing stain and tartar and decay.

Film is what discolors—not the teeth. It is the basis of tartar. It holds food substance which ferments and forms acid. It holds the acid in contact with the teeth to cause decay.

Millions of germs breed in it. They, with tartar, are the chief cause of pyorrhea. All these troubles are constantly increasing, despite the wide use of the tooth brush. And film is the major reason.

Dental science, after years of searching, has found a way to combat film. Able authorities have proved its efficiency by countless careful tests.

It is now embodied in a dentifrice called Pepsodent—a tooth paste which meets every dental requirement. And a 10-Day Tube is being offered to let everyone see what it does.

Watch Your Teeth Whiten

Get this free tube and let your mirror show you Pepsodent effects.

Pepsodent is based on pepsin, the digestant of albumin. The film is albuminous matter. The object of Pepsodent is to dissolve it, then to day by day combat it.

A new discovery has made pepsin possible. Pepsin must be activated, and the usual agent is an acid harmful to the teeth. But science has now found a harmless activating method. And now this efficient film combatant can be every day applied.

Send the coupon for a 10-Day Tube. Note how clean the teeth feel after using. Mark the absence of the viscous film. See how the teeth whiten as fixed film disappears.

Compare this new-day method with the old. Then let the clear results decide what is best for you and yours. Cut out the coupon now.

Pepsodent PAT. OFF. REG. U. S.

The New-Day Dentifrice

The scientific film combatant, now advised by leading dentists everywhere and supplied by druggists in large tubes.

318

10-Day Tube Free

THE PEPSODENT COMPANY,
Dept. 123, 1104 S. Wabash Ave.,
Chicago, Ill.

Mail 10-Day Tube of Pepsodent to

.....

.....

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If you could see the Germs in your Throat—

THE sight would more than convince you of the vital necessity of throat *protection*. The throat is the natural gateway for germs to enter the body. The many folds and crevices back of the teeth and tongue offer an ideal breeding ground for germs of all kinds. There they wait for the first favorable chance to invade the system and that chance comes whenever the body happens to be a trifle below par, provided always the germs are *sufficiently numerous* to overcome the body's natural defense.

Our first duty, therefore, is to reduce germ-life in the throat to a safe minimum and a trustworthy means of doing this lies in the regular use of Formamint Tablets.

Little tablets, handy, pleasing in taste, they free in the saliva a most effective, yet harmless, germicide that searches out and destroys germs in the most secluded corners of the throat. Taken regularly, they not only soothe away irritation, but help prevent serious infection, such as tonsillitis, influenza, etc.

More than 5000 American physicians have endorsed them in writing.

60 cents at all druggists.

The Bauer Chemical Co.
Inc.
122 West 18th St.
New York City

Formamint
THE GERM-KILLING THROAT TABLET

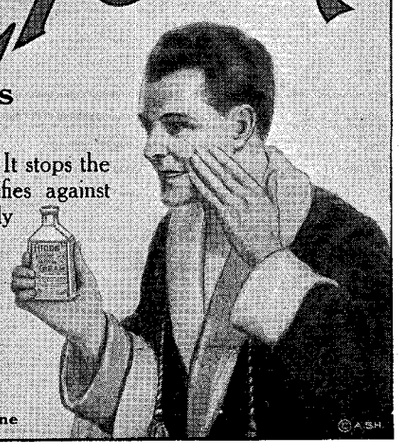
FREE SAMPLE

So that you may see how effective these pleasant *Formamint* tablets are in mouth and throat troubles, we will gladly mail a generous sample tube on receipt of a 2c. stamp to pay postage. Write for it today.

Hinds Cream
HONEY and ALMOND

SOOTHES AND HEALS
After Shaving

Use it for real skin comfort after every shave. It stops the sting, heals cuts, prevents infection and fortifies against chapping. Quickly heals eruptive and extremely sore skin conditions. Keeps skin soft and healthy. A few drops with the lather makes shaving easier.



SAMPLES: Be sure to enclose amount required, but do *not* send *foreign* stamps or *foreign* money. Hinds Honey and Almond Cream 2c. Both Cold and Disappearing Cream 4c. Talcum 2c. Face Powder sample 2c; trial size 15c. Trial Cake Soap 8c.

Hinds Cream Toilet Necessities are selling throughout the world. Mailed postpaid in U.S.A., from laboratory, if not easily obtainable.

A. S. HINDS, 257 West Street, Portland, Maine

TOM

In December, 1910, a young lad of seventeen was placed in the George Junior Republic of Western Pennsylvania, located in Grove City, Pennsylvania. His parents were people of unusual ability, and the ancestors on both sides, so far as can be learned, were people of exceptionally high character and ability. This boy, whom we shall call Tom, was developed far beyond his years both mentally and physically. However, he had got into trouble of a very serious nature. His wrong-doing, which was embezzlement, was so well planned and so successfully executed that it was months before any suspicion was directed toward him, as the authorities were looking for a mature man and not a seventeen-year-old lad. It was only by an accident that his wrong-doing was detected.

My acquaintance with Tom began July 1, 1911. He seemed like a normal boy in every way; far advanced for his years. An interested reader of good books, mannerly, full of life, and very likable. He was very fond of music, familiar with the best operas, and a good singer with a well-developed and trained voice.

Several months passed. He became interested in the laws of the Republic and introduced new and progressive legislation, was elected to office, and seemed in every way reliable.

In October we found it necessary to send him to Pittsburgh to be fitted with glasses. His father sent the necessary money, and Tom was to remain in Pittsburgh for three or four days. This was his first relapse. On plausible stories he borrowed money to the amount of two dollars from each of three friends of mine in Grove City. When he arrived in Pittsburgh, he borrowed two dollars from each of three of the probation officers of the Allegheny County Juvenile Court and from three of my Pittsburgh friends. He then went to the Fort Pitt Hotel, and with the money which his father had sent him lived quite high for a few days. We soon discovered that he had borrowed money, and faced him with the matter. He acknowledged all his wrong-doing, stating that he could give no reason why he had done so. He was tried in the Republic courts, pleaded guilty to obtaining money under false pretense, and as a result served a sentence of forty-five days in the Republic jail.

Tom was very sensitive and felt the deep humiliation when he fell after having risen to considerable influence. After his release from jail he again applied himself to progressive legislation, and took more interest in law than before. In company with another boy he rewrote all the laws and the constitution of the Republic, straightened out those which conflicted, amended several old laws, and was instrumental in passing a number of new ones which were progressive. In spite of his former relapse, all of us began to have new confidence in Tom, feeling assured that this was his last. During the following summer his action on all questions, both as to integrity and judgment, was of the highest order. As editor of the local paper, published by the citizens, he made a name for it in every line. Our friends in Grove City and his acquaintances everywhere felt that Tom had passed a period of moral weakness and was well on the road to success.

One morning in October, 1912, when

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breakfast time came Tom was nowhere to be found. Upon investigation we learned that he had collected almost thirty-five dollars for advertisements in the Republic paper and gone to Philadelphia.

A week later Tom returned voluntarily. Deeply humiliated, he served another term in the Republic jail, and, displaying a courage which few of us are called upon to use, began at the bottom to rebuild his shattered reputation. No one can describe the humility and suffering this boy underwent in the months that followed. He trained his mind to work as never before. A Sewickley, Pennsylvania, friend had presented us with a very complete printing outfit. With the aid of what books he could find and occasional talks with the printers in Grove City, Tom took charge of this and established an industry which not only took care of our own printing but did work for the merchants in Grove City. He worked constantly on this. In fact, it was necessary to warn him occasionally against overwork. The following October Tom had another relapse. Again he was called upon to start at the bottom and rebuild, apparently without hope. It was a repetition of former experiences. Tom reestablished himself, and at twenty-one was an object both of admiration and pity. He was six feet two and one-half inches in height, weighed about two hundred pounds, was athletic, intelligent, entertaining, and likable, yet by this time he seemed to be laboring under a cloud at times. By careful attention he had passed his October periods of relapse without once falling down.

Tom left the Republic and went out for himself. He secured employment, gave attention to his work, and rose rapidly, until October, 1916, when there came another relapse. I was in Florida at the time, and had arranged for Tom to join a surveying party, believing that an open-air life on the Everglades of Florida would be best for him. His father wrote me that they had taken him to an eminent specialist, where it was discovered that there was a tumor on his brain. I quote verbatim the last letter I received from Tom:

"Dear Friend:

"I have found that my relapses are due to a tumor on the brain. They tell me that it will be a very dangerous operation. However, I go to face death in the hope of finding life; for death is preferable to this awful cloud under which I have lived for the last few years. I look forward with anticipation as to what my life may be in case the operation is successful. If it be not successful, I shall be spared the agonies which have been my lot. If it be such that I can find my true life, our acquaintance shall be renewed; otherwise, I hope that you will remember me, not as when the clouds were on the horizon and the storm breaking, but during the periods when the skies were clear.

"From your old boy, TOM."

Tom never recovered from the operation. Yet each year in the Republic a memorial service is held for him. The boys hear the story of his bravery when year after year he sought when normal to live down the wrongs he committed when abnormal. They hear of the work he did when the sky was clear and forget his acts when the darkness came on him. If we learn from the tragedy of this boy's life to seek the cause of delinquency, poor Tom will not have lived and died in vain.

E. D. B.

A Corn?

Why, a touch will end it!

A corn today is needless, and millions of people know it.

Years ago nearly every woman had them. Now women who know Blue-jay never suffer corns.

Ask your own friends.

Blue-jay comes in liquid form or plaster. One applies it in a jiffy—by a touch.

The pain stops. In a little time the whole corn loosens and comes out.

The proof is everywhere. Tens of millions of corns have been ended in this simple, easy way.

This is the scientific method—the modern way of dealing with a corn. It was created by this world-famed laboratory, which every physician respects.

One test will solve all your corn problems. Make it tonight. Buy Blue-jay from your druggist.

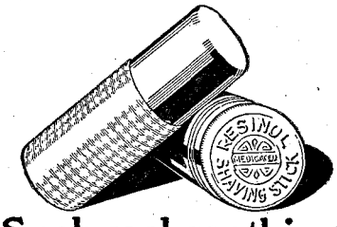
B&B Blue-jay
Plaster or Liquid
The Scientific Corn Ender

BAUER & BLACK, Chicago, New York, Toronto
Makers of Sterile Surgical Dressings and Allied Products

IMPORTANT TO SUBSCRIBERS

When you notify The Outlook of a change in your address, both the old and the new address should be given. Kindly write, if possible, two weeks before the change is to take effect.

9 PAYMENTS
monthly buys outright any stock or bond. Purchaser secures all dividends. Odd lots our specialty. Write for selected list and full particulars - FREE
CHARLES E. VAN RIPER
Member Consolidated Stock Exchange
50 BROAD ST., NEW YORK



Such cool, soothing shaves! The medication in Resinol Shaving Stick makes shaving rashes and irritations all but impossible.

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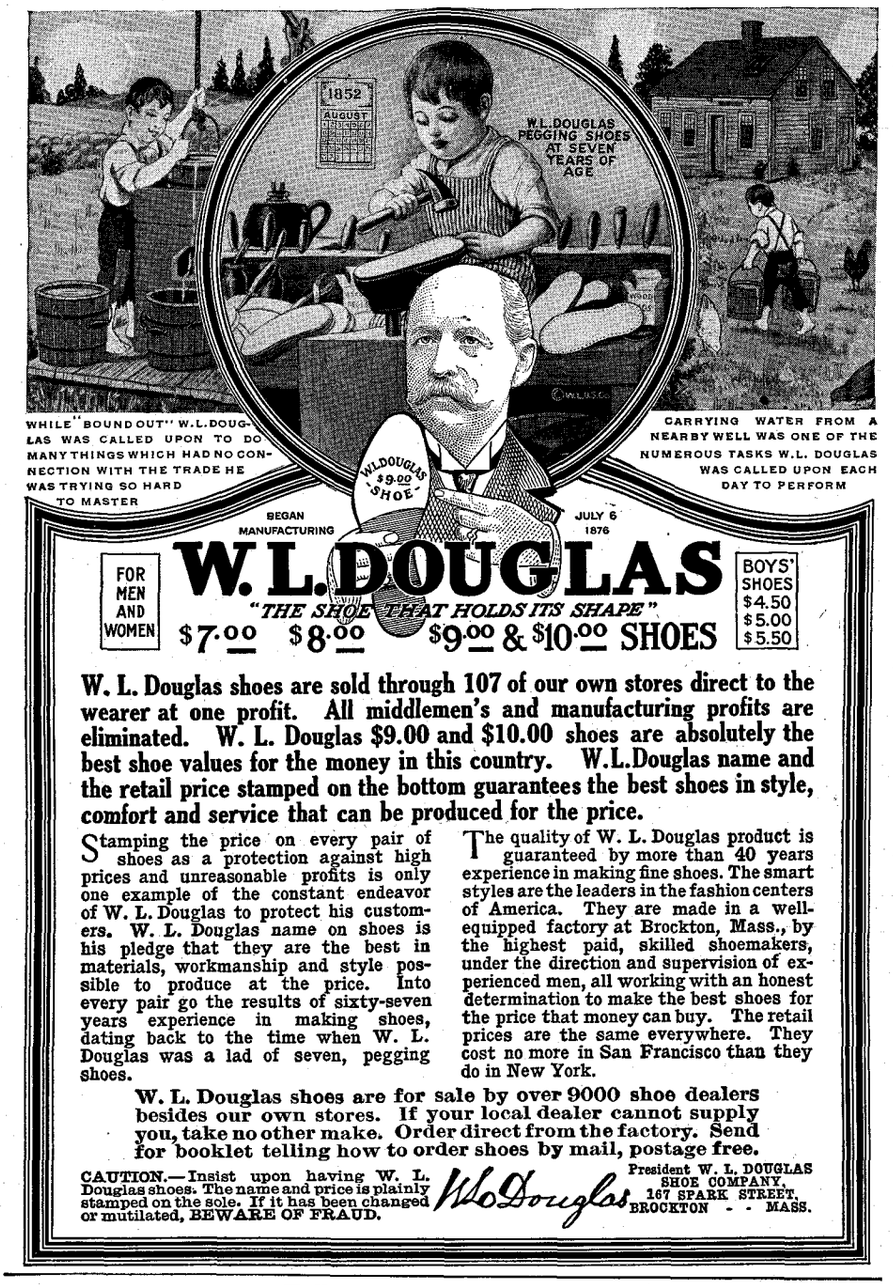
1852
AUGUST
W.L. DOUGLAS PEGGING SHOES AT SEVEN YEARS OF AGE
WHILE "BOUND OUT" W.L. DOUGLAS WAS CALLED UPON TO DO MANY THINGS WHICH HAD NO CONNECTION WITH THE TRADE HE WAS TRYING SO HARD TO MASTER
CARRYING WATER FROM A NEARBY WELL WAS ONE OF THE NUMEROUS TASKS W.L. DOUGLAS WAS CALLED UPON EACH DAY TO PERFORM
W.L. DOUGLAS $9.00 SHOE
BEGAN MANUFACTURING
JULY 6 1876
FOR MEN AND WOMEN
W. L. DOUGLAS
"THE SHOE THAT HOLDS ITS SHAPE"
$7.00 $8.00 $9.00 & $10.00 SHOES
BOYS' SHOES $4.50 $5.00 $5.50

W. L. Douglas shoes are sold through 107 of our own stores direct to the wearer at one profit. All middlemen's and manufacturing profits are eliminated. W. L. Douglas $9.00 and $10.00 shoes are absolutely the best shoe values for the money in this country. W.L.Douglas name and the retail price stamped on the bottom guarantees the best shoes in style, comfort and service that can be produced for the price.

Stamping the price on every pair of shoes as a protection against high prices and unreasonable profits is only one example of the constant endeavor of W. L. Douglas to protect his customers. W. L. Douglas name on shoes is his pledge that they are the best in materials, workmanship and style possible to produce at the price. Into every pair go the results of sixty-seven years experience in making shoes, dating back to the time when W. L. Douglas was a lad of seven, pegging shoes.

The quality of W. L. Douglas product is guaranteed by more than 40 years experience in making fine shoes. The smart styles are the leaders in the fashion centers of America. They are made in a well-equipped factory at Brockton, Mass., by the highest paid, skilled shoemakers, under the direction and supervision of experienced men, all working with an honest determination to make the best shoes for the price that money can buy. The retail prices are the same everywhere. They cost no more in San Francisco than they do in New York.

W. L. Douglas shoes are for sale by over 9000 shoe dealers besides our own stores. If your local dealer cannot supply you, take no other make. Order direct from the factory. Send for booklet telling how to order shoes by mail, postage free.

CAUTION.—Insist upon having W. L. Douglas shoes. The name and price is plainly stamped on the sole. If it has been changed or mutilated, BEWARE OF FRAUD.

W. L. Douglas
President W. L. DOUGLAS SHOE COMPANY, 167 SPARK STREET, BROCKTON - - MASS.

BY THE WAY

Does an indorsed and canceled check always constitute a valid receipt for payment of a bill? An article in the "American Printer" quotes a judicial opinion to show that it does not. "Unless the checks show upon their face for what purpose they were given, or there is some other positive evidence as to the transaction to which the checks were referable," says the Court, "we think the burden continues upon the party pleading payment to show that the checks were given in payment of account." In the case cited the printer had to pay the $100 in dispute, which according to his claim he had already paid. The remedy suggested is to write on the face of the check the date and amount of the invoice in payment of which it is given.

A correspondent of "The Writer" makes this complaint against certain concerns that advertise for "original songs," for which they promise to pay liberal royalties:

"I wish to contribute to the already long chain of evidence against the 'song poem guaranteed publication' concerns. I 'bit' and remitted about fifty-five dollars in all. The work was published. Royalties are being promptly paid. The first remittance was due January 1, and I have received it. According to the statement, I was entitled to three cents for the sale of one copy of my song, and the publishers sent me two two-cent stamps. How's that for liberality!"

Readers are familiar with the attempts of the Japanese and some other Oriental races to write English, but we have not often seen examples of Egyptian English. A mission college teacher in Egypt gives in the "Atlantic Monthly" this sample of the work of one of her pupils on the theme "A fool and his money are soon parted:"

> Oh, fool one, you are bubbling, you are pursuing your low ideals and leaving the golden untouched which elevates you to the highest sky. In all likelihood, if you do not give up this habit, you will strip down to the indigence.

The following story is evidently a "hold-over" from ante-prohibition days. It is credited to a Western paper:

"A certain alderman was lying ill. One morning a friend sent a jar of brandied cherries, and later called to see him. 'I want to thank you for those delicious brandied cherries,' said the alderman. 'I thought you would like them as well as anything,' said the friend. 'Yes, yes, indeed,' he assented, with his characteristic smile, 'and how much more I appreciate the spirit in which they were sent.'"

Newfoundland reports almost unprecedentedly cold weather during the past winter. One railway is said to have abandoned all attempts to run its trains, and it is said that "every bay was frozen over sufficiently to drive horses from side to side, a condition unknown for a hundred years."

The manager of a large brewery in New York City which is making one-half per cent beer says that he is selling only half as much of this kind of beer as was formerly sold of the stronger beer. He gives this curious reason for the lessened consumption: "The sale of this beer is reduced by the fact that people can drink only two or three glasses of it at a time. The alcohol in the stronger beer made it possible to absorb large quantities of it without discomfort. It would be nothing for a man who liked beer to drink two quarts; but it is as uncomfortable to drink two quarts of this as it would be to drink two quarts of water."

Pulling a boy's ears is a barbarous method of attempting discipline, but the practice doesn't bring the offender into court as often as it ought. A subscriber sends us a clipping from a Kansas City paper showing that the practice is not approved by the enlightened courts of that city. Two restaurant-keepers, it says, were fined $25 each for pulling the grocery boy's ears because he was late in delivering an order. The offense was aggravated by the culprits' confession that they had "pulled in opposite directions," and possibly mitigated by their statement that they had followed a foreign custom.

The waste from the lumber mills of the Northwest, which it is said has until recently been burned to get it out of the way, is now being utilized instead of coal or oil as fuel for factories and houses. As prepared, it is called "hamburger fuel," after the analogy of "Hamburger steak," that chopped-up agglomeration which has generally gone into the discard, so far at least as the name is concerned, since the war with Germany.

The famous Rolls-Royce automobile is to be made in America, it is stated, a branch factory being under construction for supplying the car in this country. As a genial tit-for-tat, the Willys-Overland concern are planning to open up a factory to make their car in Great Britain, using the mass-production methods which have made possible the enormous output of cars here.

The first German prisoner captured by Americans during the war was taken, so a statement by Adjutant-General Harris reads, by Michigan men—Adam Blazikowiski and John Cochanski, of Ironwood, Michigan. "Adam" and "John," at least, are good American-sounding names, and as for the others—actions speak louder than words in showing that a man is a good American.

Overheard on the subway: "Italians take life easy. I see a Mulberry Street gunman killed two girls by mistake while trying to shoot a man." The first sentence perhaps makes up in wit what it lacks in grammar.

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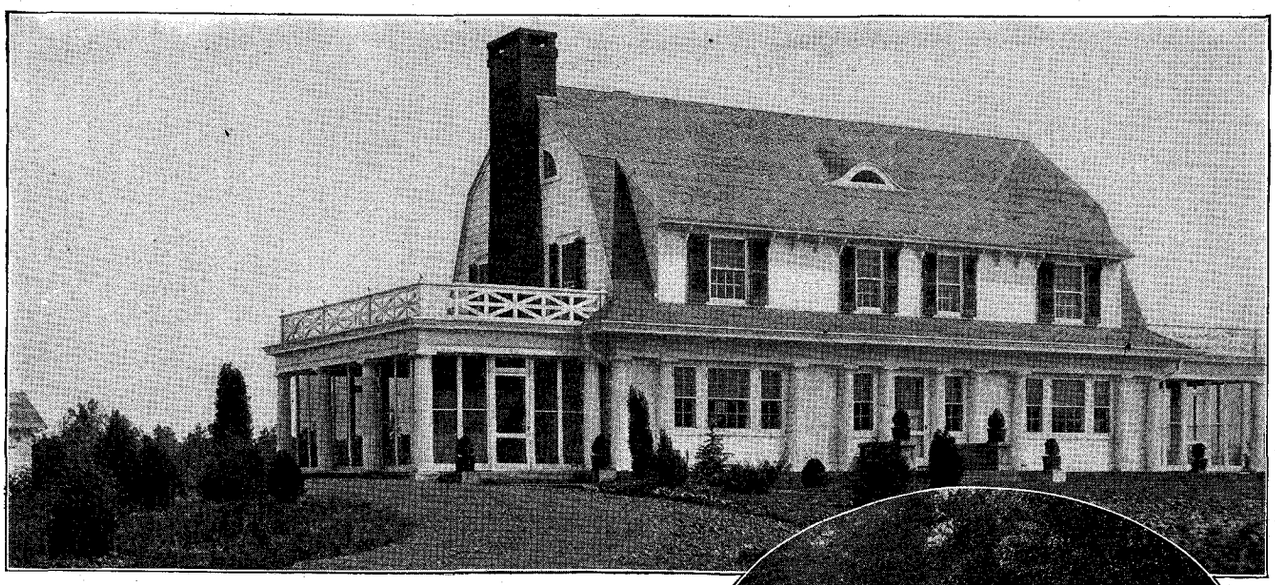


Estate in Virginia for Sale

Consisting of 68 acres and having every modern comfort—electric light, high-pressure water system, splendid heating system. It is located in the most beautiful part of Albemarle Co., Va., on the main highway between White Sulphur Springs and Richmond. Fine shooting—quail, wild turkeys, rabbits. A spring furnishes a water supply equal to any of the famous springs. There is a garage for two cars with 10 x 20 room for chauffeur or tool shop. Also a four-room bungalow for servant quarters. The property is in every way an exceptional one and represents an investment in real value. Address

Virginian, Room 624, Ridge Bldg., Washington, D. C.

YOUR PROPERTY

Is it For Sale or To Rent?

¶ If so, use the Special Real Estate Issue of The Outlook, which will appear on April Twenty-one.

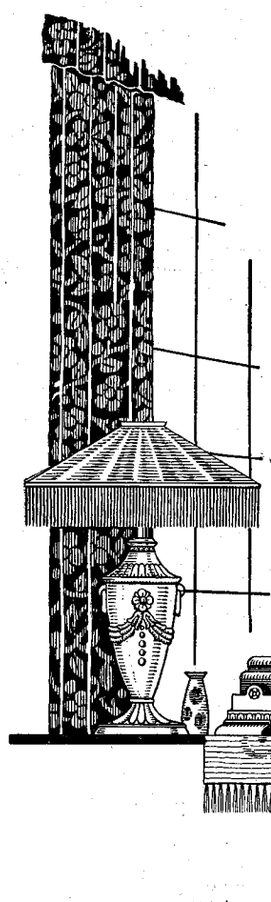
¶ An advertisement in this issue will cost but a few dollars and will reach the class of people who will be interested in your property.

¶ Write us about your property and we will help you prepare a suitable advertisement.

¶ Copy for April should be in hand not later than April 10.

THE OUTLOOK

(Department of Classified Advertising)



Shawknit TRADE-MARK REG. U.S. PAT. OFF.

HOSIERY *for* MEN

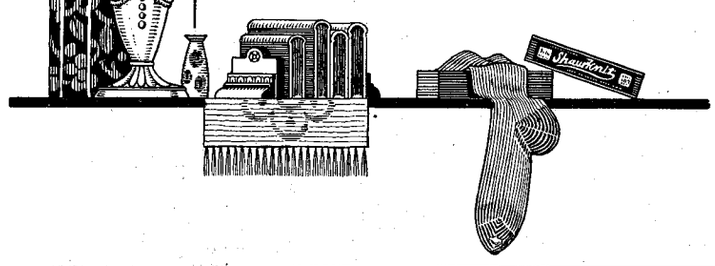
IT is a grave fault to be too easily satisfied—to stop short of perfection.

Shawknit hosiery is made for the man who demands perfection, and who by habit will trouble himself a little to get it.

At Your Dealer's

SHAW STOCKING CO

Lowell, Mass.



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SPECIAL ANNOUNCEMENTS OF TOWN AND COUNTRY PROPERTY FOR SALE AND TO RENT

The issue of April Twenty-one will also contain a Special Real Estate Section particularly adapted for announcements for the Sale or Rental of Property

PROFITABLE, WELL-EQUIPPED
New England Private School
with three buildiugs and ample grounds. Attractive location in small and beautiful New England city. Moderate price. Principal retiring. Address 4,746, Outlook.

House with number acres land, fruit, available for year. Attractive. Terms very reasonable to small refined family adults. References. Near village, Hudson River. Accessible New York. Address F. W. C., 132 Public Bldg., Wilmington, Del.

ARIZONA

FOR RENT—GOOD RANCH
for parties to enjoy themselves on for summer or winter months. Good riding, beautiful scenery, fine climate. W. R. Ladd, Oracle, Ariz.

CONNECTICUT

FOR RENT at Cornwall, Conn.
A COMFORTABLE HOUSE, all modern conveniences, fully furnished, at $125 a month from June 15th to September. Also a **small house** suitable for two at $45a month. Fully furnished. L. R. Sanford, Cornwall, Conn.

Waterfront summer residence near New London for sale. Fine property. View entire eastern end Long Island Sound. Write for description. Cruttenden, Crescent Beach, Ct.

Litchfield, Conn.
Several fine colonial homes and cottages for rent furnished. $300 to $3,000. Also properties for sale. Marion P. Roberts, Real Estate.

Western Connecticut Farms
Stock, tobacco, and fruit. Real farms and fine country homes. One 145 acres, 14-room dwelling, all improvements, beautiful stream and woodland; price $7,500. 100 acres, Colonial dwelling, $4,000. 110-acre stock and fruit farm $7,000. Many others. List on request. Learn about this prosperous section from R. F. Mygatt, Agt., New Milford, Conn. Only 79 miles from New York, Berkshire Division.

NEW CANAAN, CONN.
For Sale. Fully developed country place, 35 acres, less than two miles from station. Sound views. Address OWNER, 1,219, Outlook.

New London on the Sound
For Sale or **Rent.** Spacious house, convenient to bathing beach, casino, and trolley. 9 acres. Fine growth of trees. On finest avenue in city, commanding extensive view of Long Island Sound. Also several other cottages for rent at Eastern Point. For full particulars, WILLIAM S. CHAPPELL, New London, Conn.

POMFRET, CONN.
FOR SALE
on Pomfret Street
A Gentleman's Estate
Comprising a mansion, barn, garage, and two tenant houses with about 200 acres of land. The mansion contains 12 chambers, four baths, laundry, 2 kitchens and servants' dining-room. There is also a large amusement room, billiard room, a music room, dining-room, reception room, drawing-room and a large center hall. The property is supplied with electric current and has ample water facilities. Further details will be furnished and an inspection arranged by communicating with the
NORTHERN TRUST COMPANY
PHILADELPHIA

SHARON, CONN.
FOR RENT, Unfurnished
for one year or term of years, large farmhouse, 14 rooms; garage, garden, ice-house. Located in Sharon, Conn., on State road, two miles from village. Boating and bathing privileges on adjoining lake. If interested address W. Baker, Sharon, Conn., or Dr. Wm. B. Coley, 6 West 50th St., New York City.

To Rent—Sharon, Conn., Litchfield Hills
Furnished cottages, by the month or season. $400 to $3,500. All modern conveniences.
WILLARD BAKER, Sharon, Conn.

CONNECTICUT

FOR RENT SEASON 1920
In Stonington Borough, Conn.
A fine residence, completely furnished. Ten rooms. Both electric lights and modern improvements. Situated on high grounds on east side of Main street, with a fine lawn and some two or more acres of land. Within three minutes' walk to railroad station and electrics. A perfect place for a summer home. Address Moses A. Pendleton, Stonington, Conn.

FOR SALE Situated in an **Old Conn. Town,** well known as an **Artists' Colony.** Farm of 75 acres, under cultivation. Colonial house, wonderful shade trees. **Exceptional Building Sites** on highway and on water contributory to Conn. River. 1,511, Outlook.

MAINE

FOR SALE **Robinhood Inn** and three cottages, all furnished. 12 acres of land. Unsurpassed view of ocean. At **Bailey Island, Casco Bay, Maine.** For particulars apply Miss J. E. MASSEY, 901 Clinton St., Phila., Pa.

FORTUNES ROCK, Biddeford, Maine. 2 summer cottages for rent facing ocean. Eight rooms fully furnished for modern housekeeping. Electric light, city water. Miss Esther W. Smith, Andover, Mass.

BOOTHBAY, ME.
300 acres on Linekins Neck and Little River, near Ocean Point. Open ocean and sheltered boating and bathing. Ideal for summer school. Two miles shore, nearly all wooded. Also shore lots and bungalow at Southport, opposite Squirrel Island. Rent season, $150, furnished. Apply to John H. Blair, Boothbay Harbor, Me.

Camden, Me. For rent, fully furnished, several high-class seashore cottages. Best selections now. Photos, plans, and full description. J. R. PRESCOTT, Newtonville, Mass.

ISLESFORD **Little Cranberry Island**
Opp. Seal Harbor, Me. To let for July and August or longer; house fully furnished; 7 bedrooms, 2 bathrooms. Driven well. Views of Mt. Desert Range and ocean. Apply to V. Y. B., 506 Beacon St., Boston.

Islesford, Me. **For SALE or RENT**
House, twelve rooms, hardwood floors, open fires, fine water supply, modern conveniences, two acres of land, trees, garden, sandy beach, boat house, wood and ice house. Fine view of mountains. Twenty minutes from North East and Seal Harbor. Moderate. Apply Guarantee Trust and Safe Deposit Company, 316 Chestnut St., Philadelphia, Pa.

MacMahan Island, Maine
FOR SALE OR TO LET
FULLY FURNISHED COTTAGE
on small island connected with larger island by bridge. 8 bedrooms, good water, all modern conveniences. For plans and photos apply to H. H. LEE, Box 101, Haverford, Pa.

MOOSEHEAD LAKE, MAINE
Camp Caribou
Summer cottage on lake shore, facing mountains; large, fully furnished, seven chambers, hot and cold water, spring water, bathing. Through Pullmans to lake. Trout, salmon and togue. Daily mail. Rental $600, includes ice, fuel and complete equipment. For references, photographs and particulars address F. S. Snyder, 55 Blackstone St., Boston, Mass.

North Haven, Maine **TO LET**
12-room bungalow, on water's edge; 2 bathrooms. Rent $400. J. L. Coolidge, Cambridge, Mass.

For Sale—Cash Terms. About 1½ Acres
OGUNQUIT, MAINE
NEW HOUSE 1917
On ocean. Three minutes from cable telegraph, hotels, churches, post office, and trolley. Fine golf links near. Twelve rooms, electric lighting, laundry, light cemented cellar with Boynton furnace; three bathrooms, three fireplaces. Possible option on some of new furnishings. Apply M. M. STEVENSON, care Benj. Shaw & Company, Real Estate Agents and Brokers, 453 Congress st., Portland, Maine.

Paris Hill, Me. **Seven Gables For Sale Furnished.** Old New England village, high elevation, country club, water supply like that of Poland Springs a few miles distant. Open sanitary plumbing, hardwood floors throughout. Upper and lower wide piazzas, upper one screened, open wood fireplaces. Terms moderate. M. C. SNOW.

Pemaquid, Me. Furnished cottages to rent. $125 to $175 season. 4, 7, 9 rooms. Woods, sea view. Lots for sale. E. R. Whitehouse, Pleasant St., Augusta, Me.

MAINE

Pemaquid Harbor, Me. Furnished cottage with garage. Quiet location, fifty feet from beach. Eight rooms, piazza four sides, fireplace. $125 for season. Address Thomas Dorr, E. Orland, Me.

Pemaquid Harbor, Me. For rent, furnished cottage of 8 rooms and bath. About 300 feet from shore. Good sand beach. Situated on elevated land with fine view of ocean. Photos. Wesley Mahan.

FOR SALE
On Penobscot Bay, opposite Castine
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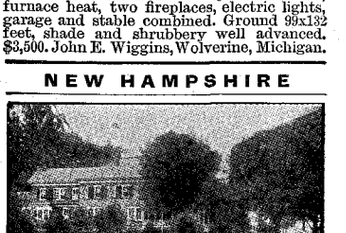

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Dr. Vail's Sanatorium An exclusive resort in the beautiful Connecticut Valley. Massage, electricity, and baths. Golf and tennis. 3 resident physicians. Under successful management for 30 years. E. S. VAIL, M.D., Thompsonville, Ct.

LINDEN Doylestown, Pa. The Ideal Place for Sick People to Get Well. An institution devoted to the personal study and specialized treatment of the invalid. Massage, Electricity, Hydrotherapy. Apply for circular to ROBERT LIPPINCOTT WALTER, M.D. (late of The Walter Sanitarium)

THE BETHESDA White Plains, N. Y.
A sanitarium for the invalid, the convalescent, and the aged. Address for terms
ALICE GATES BUGBEE, M.D. Tel. 241.

AGENTS WANTED

INSYDE TIRES—inner armor for automobile tires; prevent punctures and blowouts; double tire mileage. Liberal profits. Details free. American Accessories Co., Cincinnati, Ohio, Dept. 127.

AGENTS: $100 weekly. Automobile owners everywhere wild with enthusiasm. Marvelous invention doubles power, mileage, efficiency. Saves ten times its cost. Sensational sales everywhere. Territory going like wildfire. $26 sample outfit and Ford car free. Write quick. L. Ballwey, Dept. 46, Louisville, Ky.

BUSINESS OPPORTUNITIES

FOR SALE, a well-established day and boarding school, delightfully located, offering many advantages. A paying business. 8,050, Outlook.

INVENTIONS wanted. Cash or royalty for ideas. Adam Fisher Mfg. Co., 217, St. Louis, Mo.

FOR THE HOME

BRAIDED RUGS for sale, hand-made, new woolen material. 8,081, Outlook.

MANUSCRIPTS

STORIES, poems, plays, etc., are wanted for publication. Submit MSS. or write Literary Bureau, 325, Hannibal, Mo.

HELP WANTED

Business Situations

RAILWAY traffic inspector, $110 a month to start and expenses. Travel if desired. Unlimited advancement. No age limit. Three months' home study. Situation arranged. Prepare for permanent position. Write for booklet CM27 Standard Business Training Institute, Buffalo, N. Y.

WRITE photoplays: $25–$300 paid anyone for suitable ideas. Experience unnecessary; complete outline free. Producers League, 438, St. Louis.

EARN $25 weekly, spare time, writing for newspapers, magazines. Experience unnecessary; details free. Press Syndicate, 614, St. Louis, Mo.

Companions and Domestic Helpers

NURSE or mother's helper to care for two little girls in pleasant home at Nutley, N. J. Summer spent at seaside. Salary, $60. Write, with references, to Mrs. Edgar Sergeant, 24 Rutgers Place, Nutley, N. J.

WANTED, at Moorestown (Burlington Co.), N. J., young Protestant woman of education and refinement to assist mother with children aged 7, 5, and 3. Apply at once, stating qualifications, experience, and reference. 8,085, Outlook.

PLACEMENT BUREAU for employer and employee: managing housekeepers, matrons, governesses, secretaries, companions, summer camps. 51 Trowbridge St., Cambridge, Mass.

WANTED—Refined young woman as mother's helper, to assist mother with two children, aged 1½ and 3. Good home offered in White Plains. State references, salary expected. 8,094, Outlook.

ATTENDANT for elderly woman, who will also assist with the lighter duties of housework. 8,096, Outlook.

HELP WANTED

Companions and Domestic Helpers

SUPERINTENDENTS, dietitians, cafeteria managers, governesses, matrons, housekeepers. Miss Richards, Box 5, East Side, Providence, R. I. Boston, Fridays, 11 to 1, 16 Jackson Hall, Trinity Court. Address Providence.

Teachers and Governesses

WANTED—French governess. Attractive personality, well educated. Miss Mills' School, Roumfort Road, Mount Airy, Philadelphia.

TEACHERS WANTED.—Tremendous demand for teachers, practically all subjects, all sections of the United States, public and private schools, colleges and universities. Ernest Olp, Steger Building, Chicago.

TEACHERS WANTED.—Men and women needed for attractive September openings, for all departments of high schools and colleges. Desirable salaries. Address The Interstate Teachers' Agency, Macheca Building, New Orleans, La.

WANTED—Competent teachers for public and private schools. Calls coming every day. Send for circulars. Albany Teachers' Agency, Albany, N. Y.

WANTED—Teachers, men and women, college graduates, art, handicraft, science, mathematics, English, expression, physical culture. International Musical and Educational Agency, Carnegie Hall, New York.

WANTED—Nursery governess, interested in Montessori method, for little girl 5 years. Assist care of girls 10 and 11 attending school. Character and common sense more important than experience. Mrs. S. B. Scott, 2106 Spruce St., Philadelphia.

SITUATIONS WANTED

Business Situations

LADY holding position as superintendent of girls' club desires similar post in New York. Highest recommendations. 8,046, Outlook.

CONFIDENTIAL SECRETARY, male, desires to make change. With present employer 13 years. Highly qualified in handling diversified securities, advising and making commitments, attending to correspondence, accounts, etc. Good stenographer, irreproachable references. 8,095, Outlook.

Companions and Domestic Helpers

MANAGING dietitian and commissariat, exceptional executive ability, close manager and hard buyer, many years' practical experience, desires high-class position in college, club, or commercial line. 8,073, Outlook.

WANTED—Position as hostess in widower's home by woman of education, refinement, and experience. Will supervise education of children and chaperon if necessary. 8,074, Outlook.

WANTED—Correspondence with any one desiring properly qualified man for study travel or residence abroad with one or two boys. 8,086, Outlook.

LADY desires position as companion or housekeeper in or near New York. Willing to travel. 8,088, Outlook.

ENGLISHWOMAN of experience desires position to chaperon, tutor, or travel (July and August). Special subjects: Piano, harmony, literature, history. Excellent references. Miss Ray, White Oaks, Lake Forest, Ill.

LADY, college teacher of languages, would like to chaperon party abroad next summer, preferably to Spain. 8,092, Outlook.

Teachers and Governesses

EXPERIENCED teacher wishes to tutor nervous or backward child for summer months. 8,075, Outlook.

FRENCH lady, age 23, desires position as governess in American family. Address Mlle. Ruello, 106 Avenue de Villiers, Paris.

SUMMER, winter position — governess, traveling companion for child, teacher arts, crafts. 8,078, Outlook.

WANTED — Teachers VOICE, PIANO, VIOLIN. Good vacancies already coming in. International Musical and Educational Agency, Carnegie Hall, N. Y.

NATIVE French teacher (young man, 37) now teaching in an academy wishes position during summer vacation with family or institution. Desirous of traveling in France. 8,084, Outlook.

GOVERNESS, cultured and competent. Successful in simple but determined ways; experienced in physical care and training children 5 to 9 years. Elementary work and interesting branches taught intelligently and with interest. Salary, $80. 8,091, Outlook.

GOVERNESS or housekeeper, experienced, educated Swiss lady. French, sewing; would travel. Best references. 8,083, Outlook.

YOUNG woman with master's degree in Biblical literature desires to teach in woman's college. Two years' experience in college teaching. 8,097, Outlook.

MISCELLANEOUS

WOMAN about to open tea house and exchange in mountain resort, catering to exclusive trade, desires to communicate with persons wishing to make consignments. 8,077, Outlook.

READER—Lady desires engagements to read aloud. Reasonable terms. 8,082, Outlook.

M. W. Wightman & Co. Shopping Agency, established 1895. No charge; prompt delivery. 44 West 22d St., New York.

READER—Wanted, gentlewoman with well modulated voice, rapid, untiring reader. Resident position. References. Address Mrs. Jennings, 86 Park Ave., New York.

WANTED—Young women to take nine months' course in nursing. Frances Parker Memorial Home, New Brunswick, N. J.

MISS Guthman, New York shopper, will send anything on approval. Services free. References required. 309 West 99th St.

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Charting as a Pathway to Success

By B. C. FORBES

Mr. Forbes is a recognized authority on large-scale finance and business, and the foremost interpreter in America of the careers of the leading Napoleons of Finance and Marshals of Industry in the country.

"I want facts, facts, facts," declared the man who looks after two-thirds of the entire world's telephone business. And when he gets facts which he particularly wants to emphasize and to make stick in the public's mind, he presents them in chart form. For illustration, see the back cover of the American Telephone and Telegraph Company's annual report. There you will see how Chairman Theodore N. Vail pictures the growth of his colossal company.

"I don't want you to guess. I can guess myself. I want you to know," Judge Gary once reprimanded a private secretary who, in reply to a certain question, gave a non-committal answer. Throughout the world's greatest industrial organization, the United States Steel Corporation, charts are freely used to keep executives accurately posted.

In another industry in which America eclipses the rest of the world charts are daily relied upon to an extent which has won world-wide recognition. I refer to the National Cash Register Company. The dynamic head of it, John H. Patterson, insists upon everything being charted, from the contents of a helpful book which he wants to visualize for his force, to the company's output.

* * * *

Frank A. Vanderlip declared during the feverish expansion of the National City Bank of New York during the war that it would have been impossible for him to keep track of the growth of the business had not charts been used to illustrate graphically and simply every phase of the institution's operations. No financial institution ever utilized charts half so freely. I have been privileged to examine many of these charts and they give a lucid picture of the bank's activities even to a layman like myself.

* * * *

A page or two of charts and graphs can reveal to the banker and the business man and the stock market operator more information, and in an infinitely more effective manner than can be brought out by mountains of percentages, decimal fractions and other figures. The New York Annalist, for example, attaches such importance to charts that it often uses them on its front cover.

One of the most telling advertisements ever used by the railroads consisted of a pictorial representation of "The Railroad's Dollar." This little picture emphasized as no mere figures could ever have emphasized the extraordinarily large part of the railroad's income which goes direct to labor in the form of wages and also indirectly to labor for the purchase of equipment and other materials. It also drove home to the politicians and agitators among the public how very small a part of every dollar of earnings goes to stockholders.

A representative of Swift and Company told me recently that "The Swift Dollar" was regarded by them as perhaps the best "argument" they had ever devised to demonstrate to the public just what becomes of the money received by the packers, and he added that they had received requests for these "dollars" from every part of the country.

* * * *

We all know, too, that Government and army headquarters during hostilities, depended less upon masses of intricate figures than upon charts.

* * * *

By such means a clear, correct picture could be obtained of the swaying fortunes of war throughout every theatre of operations. Coleman Du Pont, builder and owner of the greatest office building in the world, told me that he spent at least six months more than any other man probably would have spent over the original plans for the Equitable Building (New York), before one brick, or one stone,or one girder was laid upon another.

* * * *

"The extra six months thus spent saved me millions of dollars, for fewer changes have had to be made on this building than any other huge building I know of. And its success is testified to by the fact that we have a waiting list of tenants big enough to fill the building twice over."

* * * *

This roll-call of facts, incidents and anecdotes demonstrates the part now played by charts in the conduct of modern affairs, and reveals also the importance attached to them by the brainiest and most successful of our business and financial leaders.

More. It suggests one pathway by which ambitious young Americans can climb towards the top. It discloses, does it not, that the man who can acquire a mastery of charting is thereby fortified with power—knowledge is power—calculated to fit him to exhibit his worth to his superiors? J. Ogden Armour tells his lieutenants: "I don't want you to come to me *for* decisions. I want you to come to me *with* decisions."

* * * *

Don't you see how much better equipped the junior executive or other official who can compile a pointed, illuminating, self-explanatory chart is than any of his colleagues to lay before his president a proposition and decision? Is it not plain that Mr. Armour or any other executive wrestling with a hundred daily problems will welcome a visit from a man who presents his propositions or decisions in such a way that they can be grasped in half-a-minute or half-an-hour instead of being confronted with a bewildering mass of statistics which would take them a day or half a week to digest? The prime problem of every captain of industry, every financial leader, every transportation giant, every colossus in any walk of life is to utilize every moment of his working time to the most profitable advantage. His time is his fortune. How he uses his time decides whether he is to rise to higher and higher success or whether he is to lose out in the battle of business.

There is not one of these Napoleons who would not single out for advancement, for greater responsibility, and for closer connection with himself, any employee who devised some method or means whereby the solution of problems could be made easier and, therefore, quicker. Suppose some alert employee came forward with a chart or series of charts, or even inspired a superior to adopt the use of a chart or series of charts, which really helped the president to grasp a situation more clearly and rapidly, isn't it morally certain that either instantly or in course of time the president would discover the identity of the genius who had contrived to make the running of the business easier, more scientific and, therefore, more successful?

Wideawake business men are beginning to sense not only that charts can help them to do their work more expeditiously and more accurately, but they are beginning to discern that charts and other graphic illustrations can be introduced, with wonderfully successful results, to interest workers, to arouse their enthusiasm, to give them a broader grasp of their duties and to stir up in them interest in the progress of their concern.

* * * *

"The way to succeed when you are an employee is to make yourself as useful as you can to your employer," John D. Rockefeller once enunciated to me as a basic rule for the attainment of success.

* * * *

For all these reasons, and others not here enumerated, there is full justification for describing the studying and mastering of charting as one pathway towards the summits of success.

B. C. Forbes

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Note:—No one man is perhaps better equipped by actual experience to tell the true value of charting as a means of increasing one's earning power than Mr. Forbes. Many people use charts but do not get the full value because they do not understand how to apply charts to business principles.

For over twenty years a group of leading business and university men have been collecting the proven fundamental principles of charting. These have now been completed in simple, easy to understand form and instantly usable style.

This complete work is now offered you by the Business Charting Institute, No. 5, No. Wabash Avenue, Chicago, at a very moderate cost.

This master training in charting as applied to business principles consists of fifteen lessons and three lectures.

With these you can now

Analyze by charts	Save by charts
Buy by Charts	Manage by charts
Convince by Charts	Prove by charts
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Work by charts	Plan by charts
Teach by charts	Talk by charts
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If you are an employer or an ambitious employee—if you have your eye on bigger business or a bigger job, or are bent on making your own work more effective and valuable—learn Charting and apply it to your work. Let us show you—let us send you the first of these fifteen lessons, as a sample—Free.

Remember no one ever attained success without grasping opportunity. This may *be your* opportunity. It costs nothing to find out. *Don't delay.* Cut out, fill out and send coupon today.

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